YINSON PRODUCTION

COMMENTARY BY FLEMMING GRØNNEGAARD, YINSON PRODUCTION CHIEF EXECUTIVE OFFICER

HIGHLIGHTS FYE 2024

GLOBAL POSITION

>USD 22 billion
order book over firm and option periods until 2048

2nd largest by order book

3rd largest by fleet size

Over **1700 employees and crew** working in **10 countries**

ENVIRONMENTAL PERFORMANCE

33.9 kg CO_2e/BOE carbon intensity

6.3 ppm
oil in slop water content from Yinson Production-operated FPSOs

14.3 ppm
oil in produced water content from Yinson Production-operated FPSOs

372 tonnes
waste generated by our offshore assets

0.3 litres hydrocarbon spills to sea

0 non-compliances with environmental laws and/or regulations

OPERATIONAL PERFORMANCE

58.9 million
barrels of oil equivalent produced

0.06 LTIF
(<IOGP benchmark 0.28)

100%
commercial uptime

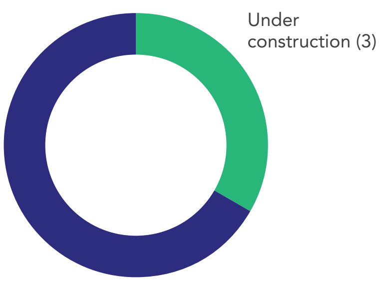
0.36 TRIF
(<IOGP benchmark 0.99)

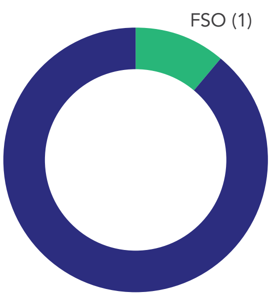
99.7%
technical uptime

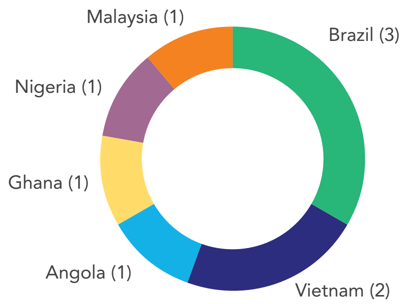
0
major ISM or ISO non-conformities

99.7%
average 5-year technical uptime

FLEET







MARKET OVERVIEW AND OUTLOOK

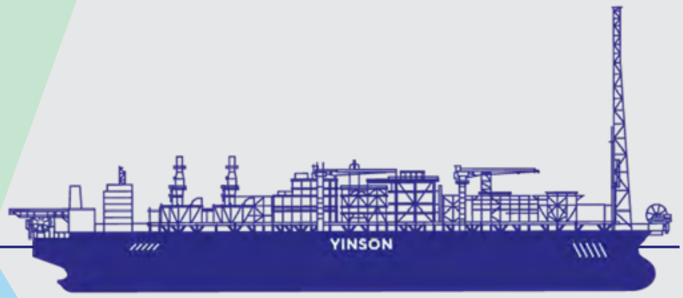
YINSON PRODUCTION IS UNIQUELY POSITIONED TO CAPITALISE FROM CURRENT MARKET CONDITIONS

Global demand for oil to remain high

- Global oil demand expected to reach 104 million barrels per day towards 2030.
- Global oil demand is expected to peak in 2026, with demand in developing regions only peaking after the mid-2030s.
- New projects needed to compensate for natural field declines.

Offshore liquid supply is essential to meet global demand

- Offshore production is expected to make up 20% of new production, of which 60% is expected to be deepwater.
- From a cost of supply perspective, offshore production is robust.
- Offshore deepwater projects are forecasted to drive production growth by about 7.7% CAGR between 2022 and 2030.



FPSOs are the key solution for deepwater

- From 2010 to 2022, 75% of all floaters installed were FPSOs.
- New exploration and production activities are taking place in both new and mature regions, fuelled by improved project economics.
- Robust demand outlook near-term mostly for mid-sized to large FPSOs with CAPEX of over USD 1 billion.

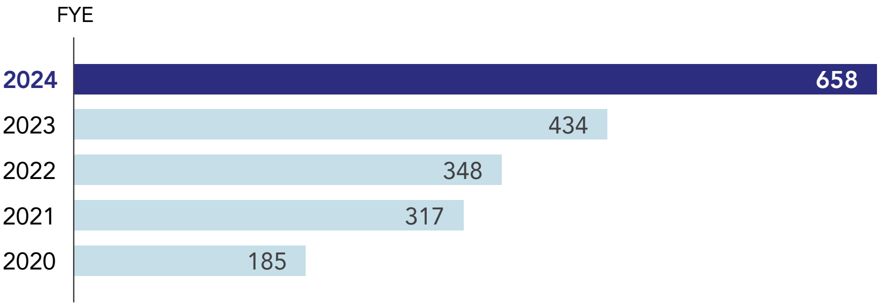
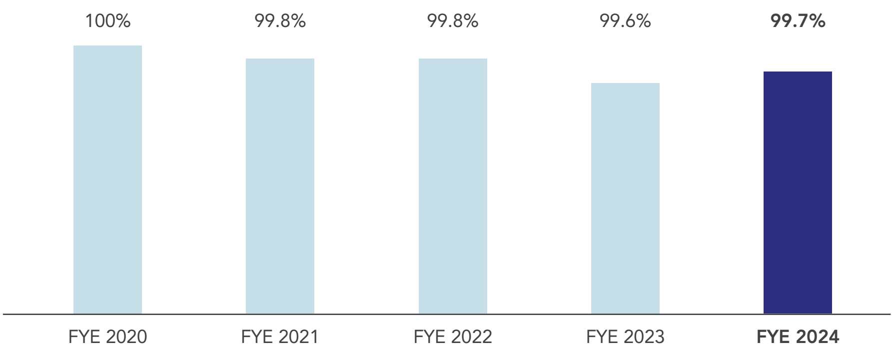
Other market factors

- High market interest for FPSO conversions and redeployments due to potential for shorter delivery schedules and lower CAPEX compared to new builds.
- Increasing demand for leased FPSOs compared to owned units.
- South America and West Africa, where Yinson Production has a solid presence, are the main growth areas. About 40 of the 63 FPSO projects that are expected to be awarded between the current year and 2030 are anticipated to be in these regions.

Source: Energy Maritime Associates – Floating Production Systems Outlook Report, 2023 Issue 4; World Energy Outlook 2023, IEA.

MEETING OUR STRATEGIC GOALS

We are making strong progress against our six strategic goals that were set in 2020.

STRATEGIC GOALS (2020 – 2030)	PROGRESS AGAINST OUR GOALS
Increase portfolio of profitable assets, creating long-term EBITDA of USD 1 billion* by 2030. * *Note: Revised in FYE 2024 from the initial target of USD 500 million by 2030.*	**EBITDA** (USD million) 
Lead the way towards net zero with responsible solutions.	 • FPSO Agogo is designed to feature a full suite of carbon emission reduction technologies and stands at the forefront as one of the most environmentally advanced vessels to be in operation. • We are also actively investing into the carbon value chain to develop solutions for the industry and beyond.
Execute projects on time and on budget to support a strong brand reputation.	• FPSO Helang, FPSO Abigail-Joseph and FPSO Anna Nery were all delivered as promised. • FPSO Atlanta, FPSO Maria Quitéria and FPSO Agogo are currently under construction and on track for delivery as scheduled.
Deliver on our promises to clients and stakeholders to maximise value creation with high quality operations.	**AVERAGE 5-YEAR FLEET TECHNICAL UPTIME** 
Maintain a safe workplace at all times.	• We have maintained a best-in-class safety performance since the start-up of operations, with performance for the past 5 years surpassing industry benchmarks.
Build strong leadership team, skilled workforce, and corporate culture.	• Yinson Production has a strong and capable senior leadership team and a workforce of more than 1,700 spanning 10 countries.

THE YEAR IN REVIEW

All FPSO projects progressing smoothly

Yinson Production's priority throughout 2023 was delivering our four FPSO projects under construction, as their timely delivery is crucial to unlocking the sustained value that will facilitate our growth plans, both as a business and as part of Yinson Group.

A huge milestone in the financial year was FPSO Anna Nery achieving first oil on 7 May 2023. Executing this project during the pandemic was not easy. However, with support from our client, vendors, and investors, we were able to navigate the uncertainties to deliver our first Brazilian asset for our client.

We have successfully completed FPSO Atlanta's project execution phase, marked by the vessel's sail away from Dubai on 15 March 2024. The asset arrived in the Atlanta Field in the Santos Basin, Brazil on 11 May 2024. The project has clocked over 10 million manhours without LTI, and is progressing well towards first oil before year-end.

The FPSO Maria Quitéria project is progressing according to schedule with respect to first oil. All topsides modules are onboard and integrated and commissioning is underway with system handover to operations ongoing. The project incorporates some key technological features to reduce emissions including combined cycle power generation and flare gas recovery. The asset's naming ceremony celebration was held in early April 2024, with sail away from the shipyard following on 7 May 2024.

As of May 2024, FPSO Agogo has achieved 18 million manhours, with progress at around 73%, on par with the forecast. Core engineering activities, as well as procurement activities for Marine and Topsides CSI packages are completed. Construction work is progressing well, with first module lifting campaign completed in March 2024 and second module lifting campaign planned in June 2024. 25% of overall Mechanical Completion has been achieved and commissioning activities are planned to start in May 2024 ahead of schedule. Overall, the project is advancing steadily, with teams actively managing various aspects to ensure alignment with schedules and objectives.

FPSO Anna Nery starting up production in May 2023 has improved Yinson Production's cash returns. When our operating fleet is joined by FPSO Maria Quitéria and FPSO Atlanta (scheduled for end 2024), followed by FPSO Agogo (scheduled for Q4 2025), recurring revenue from FPSO Operations will be at its strongest yet, increasing Yinson Production's platform value even further.

Building a strategic pipeline to unlock value for the business and Group

In this present flourishing offshore production market, we are one of a limited number of FPSO providers globally that have the capabilities to meet increasingly complex technical requirements. The high demand for our services allows us to strategically build our project pipeline to match our strengths and business plans.

OUR STRATEGIC CONSIDERATIONS WHEN BUILDING OUR FUTURE PROJECT PIPELINE

Geographical location

We will maintain focus on South America, Africa, and Asia, which dominate the outlook for the FPSO industry. These areas are where Yinson currently has the strongest presence, and we aim to further capitalise on our track record with our clients and our local human capital. These are also where most emerging economies, which are facing critical energy security concerns, are located. Yinson Production will play an important role in the provision of energy to support local economic growth.

Carbon emissions profile

We will select projects which align with our Climate Goals of lowering our operating fleet's carbon intensity by 30% by 2030, and a further 30% by 2050. We will work with clients that support our philosophy and share our targets.

Project developments

We will maintain focus on conversion and redeployment projects, and mid-sized, deepwater units. We will leverage our long track record in this environment.

Technology

We will continue developing our carbon technologies and integrate such facilities in future design. Our concept for CO_2 Floating Storage and Injection Unit will be offered to our clients as well as the Green and Blue Ammonia FPSO Concept. New markets will form part of our future project pipeline.

Maintaining industry-leading safety performance

Yinson Production's Health, Safety and Environment ("HSE") performance in the period under review was superior to industry benchmarks, maintaining our best-in-class safety performance standards over the years. Operational Health and Safety ("OHS") is Yinson's most material matter, therefore we will never compromise on the safety of our people and are committed to continuous improvement and optimisation.

YINSON PRODUCTION'S HSE PERFORMANCE

	LTIF	IOGP benchmark
FYE 2022	0	0.22
FYE 2023	0	0.24
FYE 2024	**0.06**	**0.28**

	TRIF	IOGP benchmark
FYE 2022	0.14	0.78
FYE 2023	0.21	0.85
FYE 2024	**0.36**	**0.99**

A key focus for us in 2023 was enhancing our subcontractor management processes, as we recognise the high-risk nature of our contract partners' operational environments. Measures taken include enhancing our vendor screening process, implementing support within third-party incident investigation processes and implementing an online methodology to assess high-risk tasks performed by subcontractors. These measures have improved our compliance rates to consistently surpass 95% throughout the year.

SUBCONTRACTOR HSE PERFORMANCE

	Our performance	IOGP benchmark
LTIF	0.06	0.28
TRIF	0.34	0.99
Lost Workday Cases: average days lost	17	49
Restricted Workday Cases: average days lost	15	27

Note: For the period January to December 2023.

Other HSE improvement initiatives that took place during the period under review include:

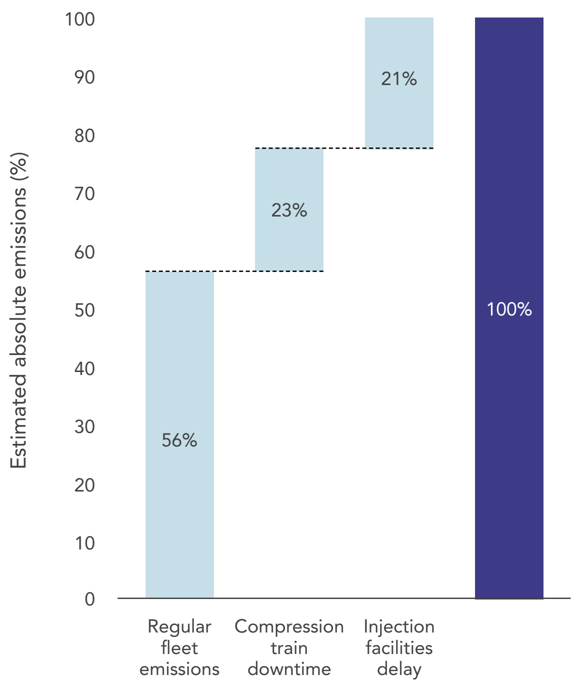
- Establishment of a Competency and Capability Framework for Health, Safety, Security, Environment and Quality ("HSSEQ") personnel and the broader workforce.
- Performance benchmarking to International Association of Oil & Gas Producers ("IOGP").
- Progressive digitalisation of numerous risk assurance and reporting processes.
- Synchronisation of our Emergency Preparedness protocols with ISO 22320 Security and Resilience – Emergency Management – Guidelines for Incident Management.

Occupational Health & Safety, pg 105 - 108.

Steady environmental performance amid continuing efforts to lower our emissions

The majority of our fleet performed well with regards to environmental metrices. However, despite our best efforts, our carbon intensity remained at elevated levels for the financial year, landing at a fleet average of 33.9 kg CO_2e/BOE. 43% of our absolute emissions in FYE 2024 are attributed to unexpected flaring on two assets. First, as a result of a delay in building gas infrastructure on one asset, due to circumstances beyond our control, and secondly, due to technical downtime on the compressor train on another asset, reducing gas reinjection capacity. The absolute emissions of our fleet are reflected in the graph below.

FLEET EMISSIONS PROFILE IN FYE 2024, INCLUDING UNEXPECTED EMISSIONS



We have invested considerable time and resources with our respective clients to mitigate disruptions and reduce emissions from the two assets. As measures are still being implemented, the emissions from these assets will follow the current upward trend in FYE 2025. However, through our joint efforts, a significant decrease in fleet carbon intensity is expected to be reflected in our FYE 2026 emissions profile.

Further to this, we have signed an agreement for two engineering studies aimed at retrofitting a closed flare system and a hydrocarbon blanketing system for one of our current operating assets. On another asset, we are in talks with our client to implement gas export capabilities. Due to the complexity of retrofitting technologies on our assets and supply chain constraints, these projects could take some time to materialise if we reach final investment decision with our clients.

The measures we are taking are in line with our strategy to optimise our existing fleet where possible while fitting the latest emission reduction technologies on our new projects.

Making great strides in lowering the emissions of our future fleet and industry as a whole

The Zero Emissions FPSO Concept designs are continuously being developed and deployed across our fleet. As the industry matures and as we gain more knowledge in this space, we are able to mature the designs and evaluate how they can be adapted into our future and existing units. For example, we are currently working on detailed design engineering to close the HP flare and connect the hydrocarbon blanketing system onboard one of our assets. We are also working on the completion of FPSO Agogo where major components of the Zero Emissions Concept are being installed.

CONTINUOUS IMPLEMENTATION OF LOW EMISSIONS FEATURES ON OUR ASSETS

			All electric drives
			Automated process controls
		All electric drives	Closed flare system
		Automated process controls	Hydrocarbon blanketing
	Automated process controls	Closed flare system	Combined cycle technology
All electric drives	Closed flare system	Combined cycle technology	Pilot carbon capture plant
Automated process controls	Hydrocarbon blanketing	DNV Abate notation	Seawater Turbine Generator
			
FPSO Anna Nery Operational May 2023	**FPSO Atlanta** Expected to be operational by Q3 2024	**FPSO Maria Quitéria** Expected to be operational by Q4 2024	**FPSO Agogo** Expected to be operational by Q4 2025

Yinson Production is actively participating in the carbon value chain, with a view of diversifying our product offering while providing solutions for our clients, our industry, and beyond, to manage carbon emissions. Carbon capture and storage solutions form part of our strategy to remove the majority of the residual emissions on our operating assets. Direct air capture onshore also forms part of our strategy to reduce our residual emissions, and at the same time can be offered as a solution to other businesses to achieve their own net zero goals. Our participation in this value chain leverages our expertise in project execution and the operation of complex technical assets.

Case study: Building the carbon value chain, pg 30.

RISKS AND OPPORTUNITIES

External environment	Risks	Opportunities	Yinson Production's response
Short to medium-term (1 to 5 years)			
Busy energy market	• Supply chain constraints leading to increased delivery cost and delayed deliveries. • Greater competition for limited talent pool will lead to higher costs for talent acquisition and retention.	• Higher oil prices, allowing more projects to become economically viable. • Companies with strong supply chain practices will be preferred by clients. • Companies that manage human capital well will be sought after.	• We have strategically built a pipeline of profitable assets. • We have strengthened our project execution capacity. • We engage with our supply chain early and focus on quality engagements. • We have maintained our position as employer of choice.
ESG and climate change focus	• Tighter access to capital due to evolving investor appetites to favour ESG-positive industries. • Reputation risk for traditional energy producers. • Reputational and regulatory risks associated with misleading environmental claims. • Lack of interest from the research community into oil & gas projects. • Lack of interest in pursuing oil & gas careers among young talent pool.	• More opportunities for projects that favour a pathway to a greener economy. • Strong opportunities for transitional projects. • More synergistic opportunities within the industry. • Companies that have clear and transparent transition plans will enjoy stakeholder confidence.	• We are making great strides implementing our Zero Emissions FPSO Concept. • We are actively building the carbon value chain. • The projects we undertake must align with our Climate Goals and 30 by 30 targets. • We adhere to the highest standards of transparency and disclosure. • We are a leader in the sustainability space and have built a network of like-minded strategic partners.
Increased regulatory requirements	• Non-compliance with regulatory requirements. • Increased compliance costs.	• Opportunities for companies with strong regulatory compliance teams and track record.	• We have built strong corporate, compliance and regulatory teams. • We adhere to the highest standards of compliance.
Long-term (6 to 10 years)			
Accelerated development of alternative energies	• Decline in oil consumption. • Earlier shift away from oil & gas.	• Good opportunities still remain for providers with strong track records of delivery and ESG performance. • Strong opportunities for transitional projects.	• We are relatively resilient to external impacts due to the long-term nature of our contracts and surety of our backlog revenues. • We are an industry leader in project delivery and operations & maintenance. • We have a strong transition story.
Arrival at carbon neutral and net zero target dates, 2030 and 2050	• Inability to meet targets, causing financial impact and reputational risk. • Low investor confidence.	• Continued confidence in companies that are transparent about their ESG journey.	• We have set our Climate Goals and are transparent about our efforts and progress.
Technology and AI	• Outdated and slow business and decision-making processes. • Unable to compete with peers.	• Development of future generation assets powered by AI. • Efficient and ESG-positive assets and processes will be preferred. • Cost savings from efficiency gains. • New business revenue streams.	• We are implementing all the latest technologies on board FPSO Agogo. • We are leading the industry in asset lifecycle management technologies, including predictive maintenance. • We are at the forefront of integrating AI into our processes.

A FOCUS ON BUILDING SCALABILITY

To capitalise on the present favourable FPSO market, our focus will be on building our business' scalability and optimising how we operate. This means carefully evaluating how we work, investing in things that are value adding, and removing those that are not. It also means simplifying and automating processes where it makes sense, and keeping our workforce lean and professional. We believe that this is key to enhancing our platform value, opening doors for strategic partnerships and other timely market opportunities.

BUILDING SCALABILITY

Continue to support business development efforts	Digitalisation of delivery	Digitalisation of supply chain	Organisation optimisation	Deliver all our projects under construction

Digitalisation is integral to our plans. With our rapid growth in terms of headcount, geographical locations, as well as number and complexity of projects, it has become more essential than ever to have efficient, consistent, and high-quality processes and assets. Here, we continue to embrace digitalisation and AI to enhance all areas of our business. We will be running workstreams in the coming year that will focus on integrating data analytics and machine learning to enhance our project delivery, supply chain, and resources management.

In the coming year, we will focus on optimising the capital structure of Yinson Production to align with our strategic objectives and risk profile, ensuring sustainable growth and shareholder value. Here, we will also carefully consider factors such as industry, size, growth prospects, risk tolerance, and financing options.

CLOSING REMARKS

Our goal is to rapidly grow Yinson Production while the market conditions are positive, while also reducing the carbon intensity of our fleet and industry as a whole. Over the longer term, our growth provides capital for the expansion of the Group's renewables and green technologies businesses. This is an important way we can contribute to the stability, availability, and affordability of energy supply to the communities where we operate throughout the transition.

We are in one of the most intense, yet exciting phases of growth in our history. I know our crew and projects teams all over the world have made tremendous sacrifices to ensure we deliver on our commitments, and that our assets continue operating efficiently and safely. I cannot thank you enough for your passion and commitment. Many thanks also to all our valued stakeholders. It is only with your continued support that we are where we are today. Let's continue partnering to deliver more powerful solutions together.

YINSON RENEWABLES

COMMENTARY BY DAVID BRUNT, YINSON RENEWABLES CHIEF EXECUTIVE OFFICER

HIGHLIGHTS FYE 2024

ASSETS

463 MW
assets operational

585 MW
assets under construction and pre-construction

~800 GWh
total generation capacity

~USD 1 billion
in contracted revenues from PPAs

PIPELINE

1,186 GW
projects secured and in development

~2,000 MW
early-stage development pipeline

9 countries
with active development projects

Collaborating with
9 development partners across **4** continents

PERFORMANCE

~366 GWh
net power generated*

~354,941 tonnes
CO_2e carbon avoided

* *100% basis; some assets operating only part of the year.*

MARKET OVERVIEW AND OUTLOOK

During the COP28 Climate Summit, more than 130 national governments agreed to work together to triple the world's installed renewable energy capacity – a reflection of the collective global willpower that is driving the clean energy sector's fastest growth in history.

Accordingly, 2023 saw the deployment of clean energy soaring to new heights, with annual deployment of solar PV and wind growing by 85% and 60% respectively. This deployment, however, has been uneven, with China and advanced economies accounting for 90% of capacity additions for wind and solar PV.

Adoption of renewable energy must be further rolled out in advanced economies, but it is crucial that emerging economies concurrently accelerate their renewable energy adoption to keep pace. This is by no means straightforward, as current challenges include delayed policy responses to the new macroeconomic environment, insufficient investment in grid infrastructure, administrative barriers and lack of financing in emerging and developing nations. Many of these challenges (especially the lack of investment in grid infrastructure) are also issues affecting growth in advanced economies.

We have built our activities around three core regions: Latin America, Asia Pacific and Europe, which has allowed us to build a balanced portfolio. Within these regions, countries have been selected where we believe the policies, market conditions and growth prospects enable a path to achieve a commercially attractive and stable generation portfolio.

An outlook and a snapshot of our activities by region and most advanced projects are summarised in the next section.

LATIN AMERICA

Latin America has one of the cleanest electricity systems in the world. Roughly 60% of the region's electricity today comes from renewable sources, and this is poised to grow to 80% by 2050 with today's policy settings. While hydropower has historically been integral to Latin America's energy mix, wind and solar will experience the highest growth in this region in the coming years. The cost competitiveness of renewables over other new energy sources anchors renewables as the preferred source of power generation.

Peru

Peru is the first country in the region where we will have a project in operation. Project Matarani, which is a 97 MWp solar PV project, is expected to be commissioned by the third quarter of 2024. Following this, the first phase (54 MWp) of the 130 MWp Majes solar PV project is expected to be ready for construction before end 2024.

Brazil

In Brazil, two wind projects – Vicosa and Santa Clara, totalling 486 MW, located in the Ceará region, are being prepared to be ready for construction activities while we anticipate the outcome of the grid availability.

Chile

In Chile, two hybrid (solar + battery storage) projects with a total solar PV capacity of around 212 MWp are in the late stages of development. We expect at least one of these projects to reach ready-to-build stage by the end of 2024.

Colombia

A 118 MWp solar PV project in Colombia is expected to be awarded grid connection this year, after which the remaining development activities would be completed to be ready for construction.

ASIA PACIFIC

Decarbonisation is a common theme across Asia Pacific, but the pace and scale differ vastly due to varying levels of wealth, hydrocarbon reserves, political and regulatory conditions, and renewables potential. New Zealand already has a low-emissions electricity system, with a large proportion of its electricity coming from renewables (over 80%). The country's long-term energy strategy to increase renewable energies will further drive decarbonisation and provide power for increased electrification on its pathway to net zero. This will galvanise the outlook for renewables activities even further. In South and Southeast Asia, most countries have committed to long-term plans for a more secure energy future, which include boosting clean energy technology. Such policies, together with intraregional and international support for the region's transition, present promising opportunities for clean energy investors.

New Zealand

Throughout 2023 we have continued to assess and secure greenfield wind energy opportunities. Our overall pipeline is becoming significant with several large-scale opportunities being investigated and taken forward. Our most advanced project, Pahiatua, which is located in the North Island, is expected to be submitted for planning consent this year.

Malaysia

We have continued to work closely with our joint venture partner, PXS, growing steadily in the commercial and industrial rooftop (C&I) space with around 10 MWp in operation and a further 16 MWp secured or in construction to be operational by end of 2024. In addition, we are exploring locations and identifying potential partners to position the company for upcoming large scale solar projects in Malaysia.

India

Our activities in India are conducted through our subsidiary, Rising Sun Energy. Our two operational projects, Rising Bhadla 1 & 2 Solar Parks, continue to perform well. This financial year has seen the latest addition to our portfolio, the 285 MWp Nokh Solar Park in Rajasthan.

Indonesia

Our activities in Indonesia are conducted through our subsidiary, Inecosolar. In 2023, we won our first Indonesian C&I project to supply Lazada Indonesia with solar energy from a 396 kWp rooftop system. This was followed with a 264 kWp solar system supplying Finusolprima. We continue to install domestic systems, and have 666 kWp in operation in Bali across a wide range of industries including off-grid, residential, hospitality and manufacturing. We also opened a new office in Jakarta to tap into the opportunities in that region.

EUROPE

By 2030, the European Union aims to achieve an overall renewable energy share of 45% and has set a binding target of 42.5% for all member states, up from the previous 32% target. The directive entered into force in all EU countries on 20 November 2023, calling for almost double the existing share of renewable energy in the EU. To achieve its targets, the EU is committed to speed up permit-granting procedures for renewables and facilitate power purchase agreements ("PPA"). These steps bode well for renewable energy players, especially those who have established a local presence and track record.

In Europe, our current focus is Italy. As part of its National Energy and Climate Plan (NECP), Italy targets reaching 40% of its gross energy needs from renewable sources and aims for renewables to account for 65% of electricity generation by the end of this decade. To achieve this, Italy plans to add 70 GW of renewables to the existing capacity. The strategy for reaching these objectives focuses both on boosting the share of renewables in electricity.

Italy

We have nearly 500 MW of wind and solar PV projects in development, of which over two-thirds are already in the consenting process. New projects are also being investigated and we expect to grow this pipeline steadily over the coming year.

CONSTRUCTION & OPERATIONAL HIGHLIGHTS

India

A significant milestone for us in the financial year was undoubtedly the completion of the 285 MWp Nokh Solar Park, which commenced commercial operations on 3 November 2023. The park is now exporting power to the Rajasthan power grid, aligning with the Indian government's National Solar Mission. The project has a 25-year PPA with NTPC Limited, which is majority-owned by the Indian government and is India's largest power utility company. Since commencing operations, Nokh has been performing well, with full output achieved on 3 April 2024.

The Bhadla assets in India continued to perform very well in the year under review. Irradiation levels during the year were around 5% lower than forecasted, which is a common variance. That considered, the assets continued to perform strongly during the year under review to generate just 2% below forecast. Taking a longer view, the asset has performed above forecast over its six years of operation – a testament to the commitment and capabilities of the overall Yinson Renewables team.

Peru

We acquired the 97 MWp Matarani Project in Peru from Grenergy Renewables in January 2024. The project is located in the Mollendo Desert in the Arequipa region, one of the world's highest solar irradiation areas. A 15-year PPA has been signed with Enel Generation Peru, one of the largest utility companies in Peru. The project is currently under construction and is expected to enter commercial operations before the end of 2024. Matarani will be Yinson Renewables' first operating project in the South American region.

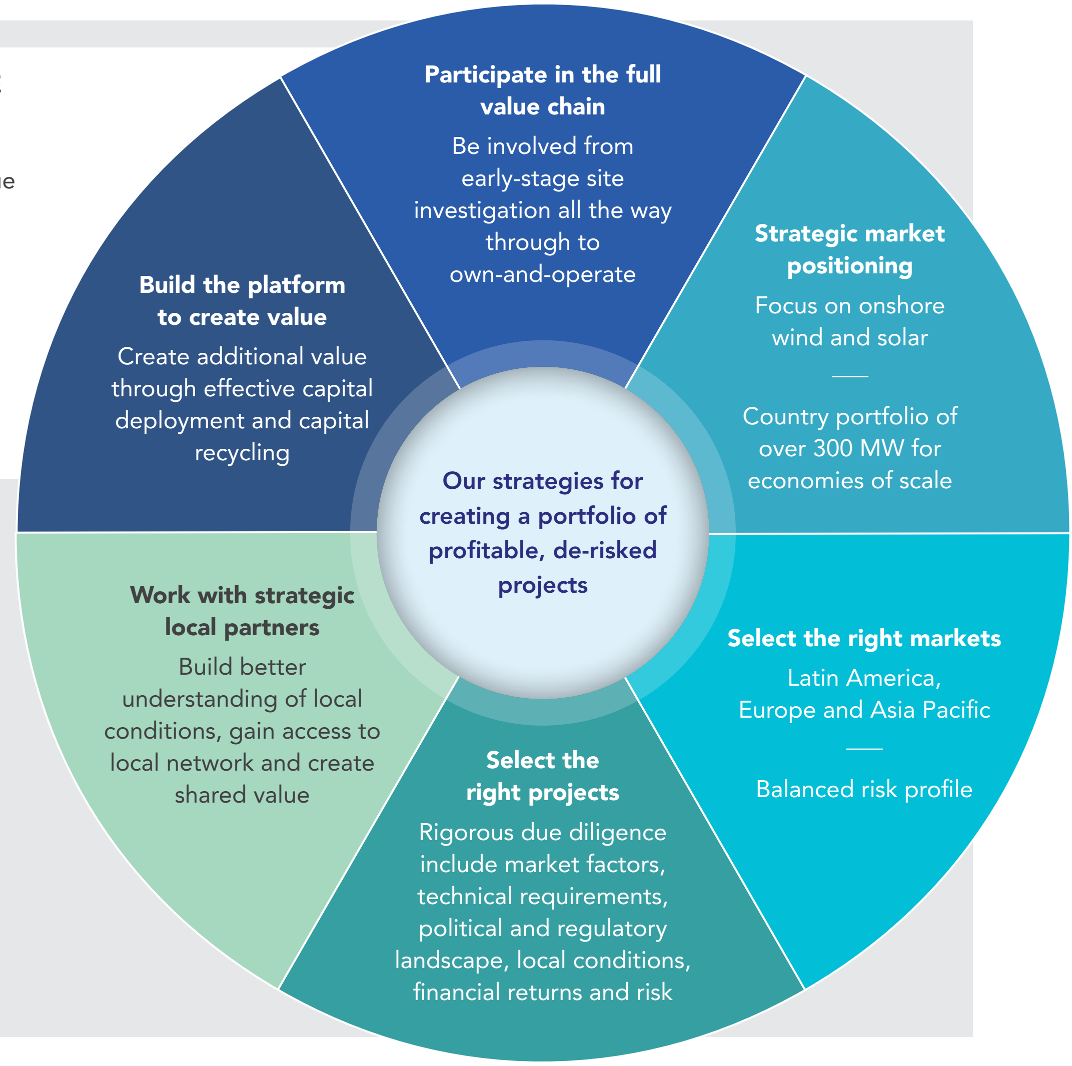
RISKS AND OPPORTUNITIES

External environment	Risks	Opportunities	Yinson Renewables' response
Short to medium-term (1 to 5 years)			
Higher interest rate market.	• Tighter access to capital. • Slower build-out of existing pipeline. • Impact on new project equity returns.	• Seek alternative equity capital sources. • Market conditions (PPAs) will adapt over time to deliver higher returns, but there may be a time lag.	• Pursue alternative external sources of equity capital. • Optimise pace of development to match current available capital.
Increasing pressure and volatile pricing on supply chains.	• Supply chain constraints leading to increased costs and delayed deliveries.	• Rationalisation, consolidation and new market entrants within the supply chain. • Market conditions (PPA pricing) adapting to increased costs.	• Manage supplier costs through robust procurement processes. • Strong supplier relationships. • Ensure projects continue to give robust returns by securing attractive PPA terms.
Grid uncertainties affecting operational and potential new projects.	• Lack of grid infrastructure to enable timely connections. • Curtailment of generation. • Higher costs to renewables developers, investors and consumers.	• Participate with grid operators, regulatory authorities and industry trade bodies to accelerate grid infrastructure development.	• We adhere closely to our Investment Policy which evaluates market fundamentals and ensures our selected projects meet rigorous criteria including regulatory, political and operational standpoints.
Long-term (6 to 10 years)			
Increased renewable energy targets globally.	• Unable to meet targets due to permitting delays and infrastructure limitations. • Policy and regulatory uncertainties. • Higher costs of capital.	• Policy-led incentives for renewable energy players. • Demand for renewable energy from corporate offtakers. • Security of supply concerns in changing geopolitical landscapes creates greater demand for projects.	• Yinson Renewables is well positioned in terms of pipeline, expertise and resources to capitalise on the growing opportunities in the renewable energy space.
Rapid technological developments.	• Failure of non-mature technologies.	• Integration of different technologies into projects, increasing opportunities.	• Experienced team is able to keep abreast of technological developments and integrate them into our projects. • We adopt proven technologies.
Strong investor expectations.	• Inability to meet expectations in a challenging economic climate, leading to reputational impacts.	• Investors favour companies with a strong track record of delivery with demonstrated capability to manage renewables value chain risks.	• Our involvement in the full value chain allows us to use our experience and expertise to manage early-phase risks, offering investors de-risked investment opportunities with stable returns.

SHIFTING GEARS TO CREATE MAXIMUM VALUE OVER THE LONG TERM

YINSON RENEWABLES' VALUE PROPOSITION

To participate across the full value chain to extract maximum value by taking on early-stage risk at low cost, growing value through the development and construction process through to operations, delivering strong and stable cash flows over the long term.



Our value proposition provides clear guidance for decision-making. We constantly realign our business decisions while steadfastly adhering to our strategies to ensure that the projects that we select deliver maximum profitability with limited risk.

While we have grown our operational assets portfolio and pipeline in 2023, we have also had to be adaptable to react to both internal and external factors. The increasing cost of capital, which also feeds into our supply chains and influences capital priorities, has made us more restrictive about the projects that we choose to progress at the current time. We are managing the progress of our existing development projects carefully, while keeping our external stakeholders updated with the change of pace.

This may affect our ability to deliver on our near-term generation targets. Our long-term targets remain within reach, with the two most crucial variables being the availability of capital and market conditions. We will look at options to source external capital to get back on track as soon as possible.

Our focus in the coming year will be delivering the Matarani Project and commencing commercial operations in Peru. We are also planning to make investment decisions on two other projects, although these will be dependent on external factors including grid and commercial considerations.

CLOSING REMARKS

In 2023, we further established our standing as a serious player in the global renewable energy space through our new operating and construction assets, and strategic progression of our pipeline. We have successfully adapted how we operate to accommodate the changes brought about by the business environment around us and made prudent decisions to manage the associated risks which will result in slower growth in 2024.

With this experience under our belt, together with our lean, experienced and professional global team, we are poised and ready to re-accelerate our growth when conditions allow. I thank my team, our valued local partners and all our stakeholders who have supported our journey towards a cleaner energy future.

YINSON GREENTECH

COMMENTARY BY EIRIK BARCLAY, YINSON GREENTECH CHIEF EXECUTIVE OFFICER

HIGHLIGHTS FYE 2024

ASSETS

>400 installed charging stations

Fleet of **200** EV leasing vehicles

Fleet of **>120** e-bikes

31 e-bike battery swapping stations

2 fully electric harbour craft vessels

Full software stack for charge point operations and fleet management solutions

ENVIRONMENTAL PERFORMANCE

chargEV

3,324.7 MWh
charging energy delivered

Facilitated **~21,000,000 km**
travelled on electricity

1,808.6 tonnes CO_2e carbon emissions
(Scope 3: Category 11)

drivEV

Facilitated **~281,000 km**
travelled on electricity

65.5 MWh
leased fleet energy consumption

35.6 tonnes CO_2e carbon emissions
(Scope 3: Category 13)

BUSINESS IMPACTS

5 integrated businesses

>1,000 charging points supported on e-roaming network across Singapore, Malaysia and Brunei

Participated in **7** industry events

2 partner financial institutions

5 commercial partnerships that leverage our full ecosystem

6 SaaS/API licensing contracts

FYE 2025 PIPELINE

>200 four-wheeler EV charging stations

>50 two-wheeler DC charging stations

1 prototype and **2 commercial**
marine megawatt DC fast charging sites

>300 EV leasing vehicles

1,000 e-bikes leased or sold

5 Hydromover vessels over the next two years

2 marine battery swap stations

120 e-bike battery swapping stations

2 SaaS licensing contracts in the region

MEETING OUR STRATEGIC GOALS IN LINE WITH THE ELECTRIFICATION MEGATREND

It is clear that the future of transportation is electric.

Electric vehicle sales break records every year, and 2023 was no different, surpassing 13 million units worldwide. A compound annual growth rate ("CAGR") of about 94% is projected through to 2028. EV sales in emerging economies such as India, Thailand and Indonesia shot up to 840,000 units, an indicator that EV prices more evenly match Internal combustion engine ("ICE") vehicles now. EV infrastructure is growing in tandem, with about 4 million public charging points installed globally at end 2023. These trends are set to continue, paving the way for further growth when new models hit the markets in coming years.

In Malaysia, where Yinson GreenTech owns and operates the nation's charging infrastructure trailblazer, chargEV, the pace of EV adoption is accelerating beyond expectation. Malaysia's Ministry of Trade and Industry announced that the country surpassed 100,000 registered EVs in December 2023, ahead of projections. This prompted a revision in national EV targets from 15% to 20% by 2030; and 38% to 50% by 2040. Adoption is spurred by goals set by Malaysia and Singapore governments to reach 10,000 chargers by 2025 and 60,000 chargers by 2030 respectively, alongside supportive regulatory incentives, greater availability and affordability of EV models through local EV automotive manufacturing facilities and improved power infrastructure.

Singapore remains fiercely committed to decarbonising its ports, spurring a flurry of research, innovation and investment into electrifying port operations. In Singapore, about 30%, equating to approximately 550, of existing harbour crafts are now above 20 years of age and are due for replacement. Singapore's Maritime Port Authority ("MPA") has announced that by 2030, all new harbour crafts shall either be clean fueled or fully electric. Our Hydromover and Hydroglyder solutions are able to meet the specifications for nearly half of the ICE vessels in the current market that will be due for replacement before 2030, providing ample potential for commercial uptake in the near future.

These market conditions have enabled Yinson GreenTech to make steady progress against our six strategic goals that were set in 2020.

STRATEGIC GOALS (2020 – 2030)	PROGRESS AGAINST OUR GOALS
Identify and invest in strategic green technology companies and develop assets within the marine, mobility and energy segments.	Investee companies include: • Lift Ocean: Advanced hydrofoil system for electric vessels. • Oyika: E-bike and swappable batteries. • MooVita: Autonomous systems for electric buses. • Shift Clean Solutions: Marine energy storage solutions. • eMooVit: Autonomous and robotic technologies. • Zeabuz: Maritime autonomous solutions.
Relentlessly drive innovation in alignment with government incentives and industry trends.	Our investments into research and innovation include: • *National University of Singapore (NUS):* Joint Programme for Autonomous Bus. • *Maritime Port Authority of Singapore (MPA): Electric vessels and charging infrastructure for ports.* • *Technology Centre for Offshore and Marine Singapore (TCOMS) and Singapore Institute of Technology (SIT)*: Digital twins for electric vessels. • *Singapore University of Technology and Design (SUTD) and Pelagus 3D*: 3D printing of boat hull. • *Cyberview Sdn Bhd*: Cyberview Malaysia Living Lab and Office. • *Singapore Institute of Technology (SIT)*: Future Communications Programme grant call for 5G plans and developments. • *Ngee Ann Polytechnic*: synergy.lab for smart grid solutions.
Build low-carbon businesses serving commercial and industrial customers, supporting their own net zero ambitions.	Customers who are partnering with us to decarbonise their business include: • Pos Malaysia • Starbucks Malaysia • AEON Group • Eco World Development Group Berhad • Berjaya Times Square • UEM Edgenta • Cyberview Sdn Bhd • Iskandar Investment Berhad • Jurong Port • OPL Services • Lita Ocean • DM Sea Logistics • Kanlian Ferry • Tian San Shipping • RW Marine

STRATEGIC GOALS (2020 – 2030)	PROGRESS AGAINST OUR GOALS
Accelerate business growth by working with like-minded partners and attracting investment capital.	Like-minded partners who are collaborating with us include: • Partners in the Goal Zero Consortium, including Seatech Solutions, Shift Clean Solutions, RINA Hong Kong and Lita Ocean • United Overseas Bank Limited (UOB) • Oversea-Chinese Banking Corporation Limited (OCBC) • CelcomDigi • LHN Group • PLUS Malaysia • GoCar Malaysia • Proton's Pro-Net • CDG Engie • JomCharge • Gentari • BEV Charging Company • BMW Malaysia • BYD Malaysia
Establish Yinson as a recognised brand within net zero technologies and businesses.	Yinson GreenTech has gained significant brand visibility as indicated by increased media and social media presence, numerous awards and recognitions and participation in major industry events.
Develop a net zero solutions platform capable of adapting and incorporating novel technologies.	We have established and operationalised the key enablers towards building a smart, integrated, data-driven digital marketplace platform for electrification. This includes platforms for EV Charging, EV Fleet Management, Land Logistics, Marine Logistics and Battery Swapping.

THE YEAR IN REVIEW

It has been another exhilarating year for Yinson GreenTech as we made significant strides towards our quest of electrifying the land and sea transportation ecosystem. Significantly, we officially launched our five businesses to the market, each with a clear market segment, business model and brand proposition. These are:

marinEV	Pioneering the provision of electric vessels for the marine industry.
drivEV	Pioneering the transition of fleets to electric vehicles.
chargEV	Providing technology-driven charging infrastructure for electric vehicles and vessels.
rydeEV	Pioneering the adoption of light electric vehicles, including Battery-as-a-Service.
digitalEV	An integrated marketplace for digital solutions offering enhanced services in electrification.

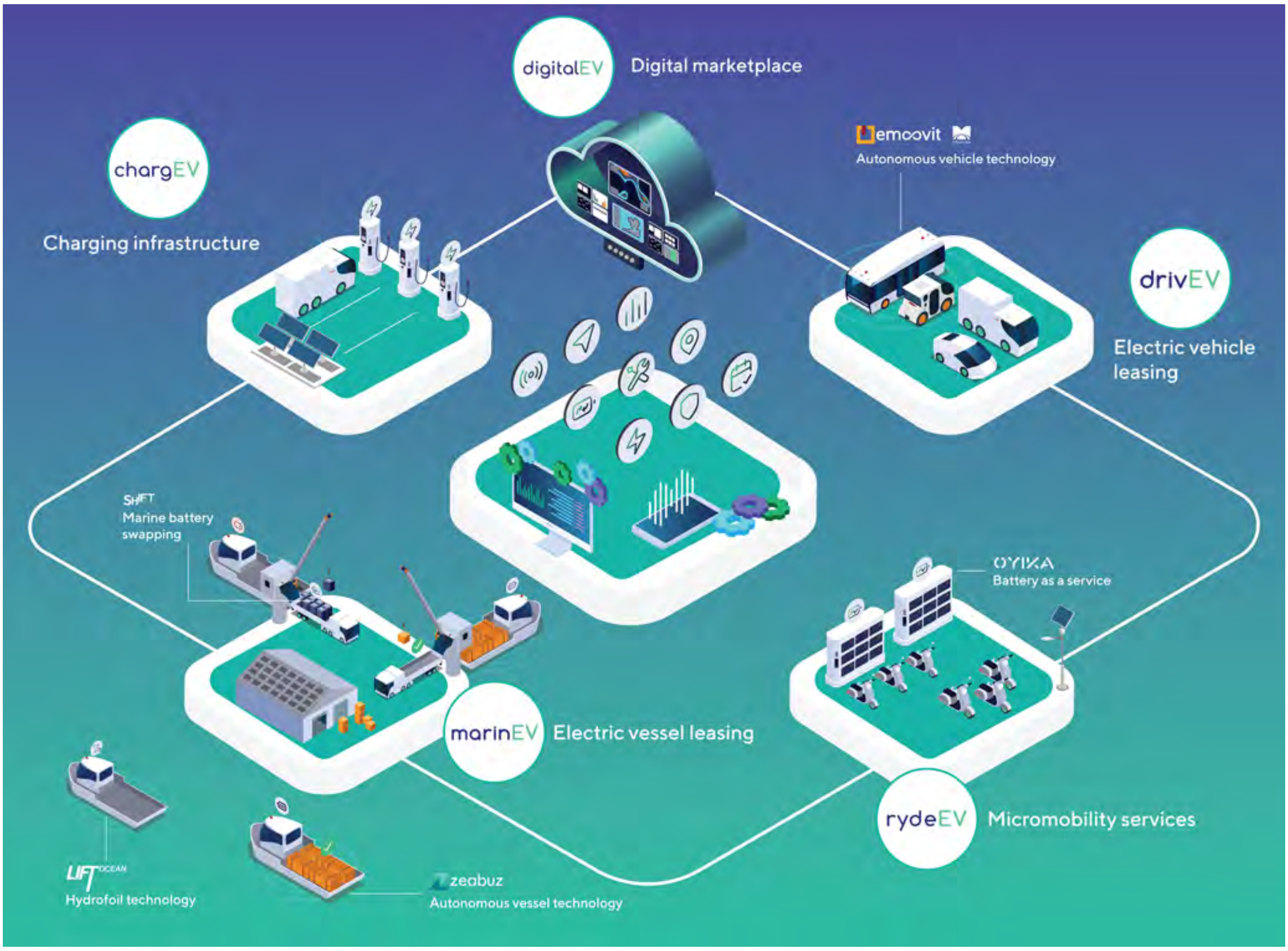
In our marinEV business, together with our Goal Zero Consortium partners, we launched the Hydromover prototype in November 2023 in Raffles Marina, Singapore. This is Singapore's first fully electric cargo vessel, designed with swappable battery solutions from our investee company, Shift Clean Solutions. marinEV has received letters of intent from six offtakers so far who are currently conducting operational trials on the prototype, with a view of incorporation into their fleet operations in the future. Our Hydroglyder prototype completed construction in Melaka, Malaysia, in December 2023. The vessel is now in Singapore waters, undergoing flight testing and regulatory compliances with the flag authorities. Both these projects have received keen interest from financiers for the commercialisation of both vessels. We are pleased to have secured financing from UOB and OCBC for the financing of the Hydromover and Hydroglyder prototypes, respectively.

Our drivEV business solutions have also received a strong uptake from commercial and industrial partners who are keen to champion the transition to decarbonise their fleets. With Pos Malaysia, we were selected to provide a comprehensive electric vehicle fleet solution which includes the deployment of 143 vans that are integrated with telematics, the smartEV app and a fleet management system. In addition, the fleet solution includes the provision of integrated charging solutions at Pos Malaysia depots nationwide, with support from our chargEV business.

chargEV, our charging infrastructure business, expanded into Brunei in 2023 through a partnership with BEV Charging Company. With the e-roaming agreements we have in place, the chargEV app now lists over 1,000 chargers serving over 20,000 users across Malaysia, Singapore and Brunei. Commercial relationships were also forged new with partners such as UEM Edgenta and Iskandar Investment Berhad and expanded with existing partners such as EcoWorld, Starbucks Malaysia and AEON Group.

Our electric two-wheeler segment, rydeEV, made good progress in both its B2B and B2C target markets during the financial year. Since rydeEV's official launch in June 2023 at our sYnergy event, we have also launched the rydeEV Experience Centre in Petaling Jaya, Malaysia. As of 1 April 2024, we had set up 20 battery swapping stations across Klang Valley and 11 in Johor Bahru. We are in a strong position to capitalise on Electric Motorcycle Use Promotion Scheme ("MARiiCas"), an initiative by the Malaysian government to encourage adoption of e-bikes through attractive rebates. We are also partnering with CelcomDigi to accelerate Malaysia's e-mobility system, leveraging CelcomDigi's wide network to provide its users with access to electric mobility in Malaysia. One of the initiatives arising from this partnership was the launch of Malaysia's first lease-to-own e-bike with a postpaid plan in January 2024.

In our fifth business, digitalEV, we have established and operationalised the key enablers that are needed to build the digital marketplace that integrates our businesses' assets together, and also offers seamless interoperability with the systems of our potential partners. These enablers are EV Charging, EV Fleet Management, Land Logistics, Marine Logistics and Battery Swapping. With this suite of enablers, we have the leading edge as a pioneer of digital solutions for electrification and the ability to cross sell our digital solutions with our various businesses to add value to our customers. As an example, in 2023, we signed an agreement with Proton's Pro-Net to integrate our chargEV chargers into Pro-Net's mobile application and their in-car navigation system, providing users with seamless access to all charging points that are connected to our chargEV network. Other use cases of our digital marketplace include our successful e-roaming functionality integration with Gentari and JomCharge, and separately, with CDG Engie and LHN Group respectively, all which took place in 2023.



RISKS AND OPPORTUNITIES

External environment	Risks	Opportunities	Yinson GreenTech's response
Short to medium-term (1 to 5 years)			
Global economic uncertainties and the relative slowdown of tech development post pandemic.	• Stalled growth. • Employee layoffs, hiring freeze. • Lower valuations on existing businesses. • Capital constraints for new businesses.	• Investments in the right technologies can attract investors and yield high returns and successful business outcomes. • Global focus on climate change continues to drive investments in net zero technologies.	• We focus on the megatrend of electrification. • Our team is capable of adapting our strategies to market conditions. • Our integrated ecosystem of solutions is attractive to a world that is eager to decarbonise.
Influx of novel technologies to the market, pressure to mature.	• Data security and privacy. • Technology errors and emissions. • IT resiliency. • Failure of new technologies. • Talent shortage and burnout. • Reputational risks.	• The right technologies, backed with sound strategies and investor support, can reach maturity faster. • Early adopters of the right technologies have an edge.	• We entered early in the growth curve in the technology areas we are in. • We have established strong partnerships with other industry leaders, including research institutions. • Our suite of integrated solutions offers a balanced risk profile.
Long-term (6 to 10 years)			
The new technologies space is generally relatively unregulated.	• Intellectual property and personal data and privacy risk. • Cybersecurity attacks. • Unforeseen liabilities. • Unprecedented policy and regulatory changes. • Increase in key insurance lines.	• Early adopters can help shape a robust regulatory landscape. • A solid track record of regulatory compliance opens doors to new opportunities.	• We have strong legal, compliance and business teams to keep abreast of latest developments and manage this risk. • We leverage the collective expertise of our network of like-minded partners. • We run awareness training for our team on regulatory matters, including in the area of intellectual property. • We conduct quarterly risk assessments.
Transport segment is going electric and autonomous.	• Data security and privacy. • Supply chain constraints and limited raw materials could cause bottlenecks in delivery. • Regulatory compliance risks. • Product and environment liability risks.	• Consolidation among suppliers could make the supply chain more effective. • Early adopters can establish a track record and gain market share. • Strong opportunities for investments into infrastructure, which provide long-term, stable returns.	• We are involved in developing both physical and digital infrastructure in the EV segment. • We are established as a leader in the green technologies space in Malaysia and the region. • We have built a strong supply chain through collaborations and partnerships. • We invest into research.
Continued global focus on clean energy transformation.	• Novel green technologies remain out of reach to the more vulnerable in society due to high costs and unequal access.	• Companies that help to facilitate a just transition can capitalise on these opportunities while also addressing societal and environmental concerns.	• Our services offerings are designed for the broader community. • We work with companies and local governments to meet their own decarbonisation goals.

A FOCUS ON GROWING OUR BUSINESSES

When Yinson GreenTech was established in 2020, we initially focused on making strategic green technology investments. These businesses were good investments on their own. But at the same time, and perhaps more importantly, they provided us with a knowledge and resource base to develop our own new businesses.

In starting these new businesses, we started where we were the strongest. In terms of geographical location and where we had the strongest business presence, this was Southeast Asia. In terms of experience and resources, leveraging from our connection with Yinson Group, it was within the marine, mobility and energy segments. The businesses each champion one vertical of the electrification megatrend – marine transport (marinEV), urban mobility (drivEV), micromobility (rydeEV), and charging infrastructure (chargEV). The fifth business, digitalEV, integrates all these verticals together through the provision of an integrated digital marketplace platform.

In 2023, we underwent an intensive exercise to formalise the business models, targets and strategies of our businesses, as well as how they synergise towards the achievement of our goal of establishing an integrated, technology-driven ecosystem of green transportation across land and sea. The exercise gave us a strong framework to operationalise and grow our businesses, which has been our key focus in the year. Internally, we invested in strengthening our management and operational teams, governance and reporting structures, and business processes. Externally, we established partnerships with industry leaders and governments, expanded our territory and delivered better solutions to our customers.

INTRODUCING THE LEADERS OF YINSON GREENTECH'S BUSINESSES

Jan-Viggo Johansen
Managing Director of marinEV

marinEV is a leading catalyst for driving positive transformation in the maritime industry's journey towards decarbonisation. Our commitment to innovation is demonstrated through the delivery of electric vessels. Leveraging our deep technical knowledge and vast experience in the maritime sector, our team is dedicated to promoting sustainability and creating significant environmental impact in this industry.

Kelvin Soon
Managing Director of drivEV

drivEV is an influential force driving a transformative shift in the transportation industry by simplifying the transition to EVs for corporations and organisations. With our dedicated team, we are committed to facilitating a seamless switch to EVs with digitally value-added fleet solutions, creating enduring positive socio-economic and business impacts.

Chua Seng Teong
Managing Director of chargEV

chargEV is a leading EV chargepoint operator in Malaysia, helmed by experienced professionals dedicated to leading the country towards a more sustainable future. We aim to grow chargEV in Southeast Asia by creating business opportunities through vertical integration in the energy and utilities sector. Through the provision of accessible charging stations powered by cleaner energy sources, we can create positive social impact and contribute to a cleaner environment.

Syed Ahmad Faiz
Managing Director of rydeEV

At rydeEV, we aim to facilitate the transition to affordable electric two-wheelers in Southeast Asia, the largest two-wheeler market globally. As a team, our mission is to provide affordable and sustainable two-wheeler and three-wheeler solutions for businesses and consumers, offering fast charging and Battery-as-a-Service options. We are committed to making positive socio-economic impacts to businesses and societies at large.

Sreedhar Sivasambu
Managing Director of digitalEV

digitalEV is leading the development of a robust software stack to support the electrification trend. With a strategic focus on collaborating with like-minded organisations and delivering innovative solutions for the mobility and marine industries, we are dedicated to shaping a greener and more connected future. Our efforts culminate in a digital marketplace of solutions that drive significant business impact in the industry.

Our focus in the coming year is to establish the growth potential of each of our businesses and forge a broader visionary strategy based on vertical synergies. With our own five businesses as the base, we aim to study the value we can bring vertically to the ecosystems that we are seeking to influence: marine, mobility and infrastructure. Here, our digital platform is key, as it is designed to identify new efficiencies that can be gained through cross segment, cross industry and cross organisation collaboration, mapping out the best routes to operational and net zero focused optimisations. We believe that together, we will be able to spark a movement that accelerates the realisation of smart industry ecosystems, such as smart logistics, smart cities, smart energy, intelligent transportation and many more. We will also be focused this year on extending the geographical footprint of all our businesses more deeply and widely into Southeast Asia.

Ultimately, we aim to contribute tangibly a future where novel clean technologies are so accessible and affordable to the everyday man that choosing the cleaner pathway will simply be the most logical choice.

CLOSING REMARKS

The demand for smart technologies and net zero emissions services and solutions will continue to surge in the coming years. Since our establishment four years ago, Yinson GreenTech has relentlessly pursued opportunities and delivered in the spaces where we believe we can contribute most towards the world's net zero agenda. Our agile, bold, and strategic decisions have positioned us as an early/first mover in the industry, opening up amazing opportunities to collaborate with other industry partners to drive the transition forward.

The theme of this Report reverberates. From land to sea, with an ecosystem for all, we will spark a movement we call 'Positively Charged'. It is through collaborations with like-minded partners, determined rollout of our strategies and tireless passion from our leaders and employees that we have achieved such position. We shall continue to champion green, fueled by trust. One breakthrough at a time, we will turn challenges into shared triumphs.

FAROSSON

COMMENTARY BY DANIEL BONG, FAROSSON CHIEF EXECUTIVE OFFICER

In the ever-evolving landscape of business, strategic investments in sustainable energy infrastructure have become paramount, driven by a confluence of factors in the macro environment. Yinson, as an energy infrastructure and technologies group, is placed squarely in a position to create impact in our area of expertise and influence.

Our venture into the investment and fund management domain is not only timely, but deeply rooted in the understanding of the global energy landscape, investors' evolving mindset on the balance between returns and impact, and the challenges posed by the energy trilemma.

The urgency of addressing climate change and achieving a balance between affordability, sustainability and security in energy has created a favorable macro environment for investments in sustainable ventures and related infrastructure. Governments and international bodies are increasingly adopting policies and regulations to promote clean energy, making the sector ripe for strategic investments. The impressive amount of funds recently raised by infrastructure investment fund managers for Asia infrastructure points to a promising "China+1" strategy adopted by investors. Our strategic positioning allows us to capitalise on these advantageous market conditions and ride these tailwinds. Yinson's commitment to sustainability aligns perfectly with the global agenda, ensuring that our investments contribute to a cleaner and more resilient energy future.

As a group entrenched in the energy infrastructure and technologies sector, our expertise provides a solid foundation for venturing into sustainable energy investments. Our deep understanding of the intricacies of the energy market equips us to identify promising opportunities, manage risks effectively and deliver alpha for our investors. This alignment positions us as a key player in the transition to a sustainable energy future, leveraging our existing knowledge and experience.

Our strategy revolves around collaboration and expansion. We aim to bring like-minded third-party investors into our existing businesses, creating synergies that amplify our impact. Simultaneously, we are committed to investing in new sustainable businesses or projects within the energy transition space. This dual-pronged approach not only diversifies our portfolio but also accelerates our influence in sustainable investing. By fostering partnerships and alliances, we strive to create a network effect that benefits both our group and the broader sustainable energy ecosystem.

Since our establishment in 2023, we have adopted a nimble and agile approach, focusing on setting up the essential building blocks for a successful investment and fund management business. This includes cultivating a robust network of industry partners and investors, and implementing frameworks around ESG compliance, and operational efficiency. Our small yet dedicated team ensures flexibility and responsiveness, allowing us to navigate the dynamic landscape of sustainable energy investments effectively.

In the spirit of collaboration, we hosted our inaugural networking event last year, bringing together industry players, bankers and investors in sustainable infrastructure. This event served as a platform for fruitful discussions and laid the groundwork for potential collaborations. Building a community that shares our commitment to sustainable investing is integral to our mission, and such events will continue to play a pivotal role in fostering these connections.

As we mark the progress made in our first year, we remain focused in our goal to deliver our inaugural fund/investment in the coming year, translating the foundation we have laid into tangible, impactful outcomes. We invite partners who share our vision to join us on this journey, as we work towards shaping a sustainable energy future, one investment at a time.

REGULUS OFFSHORE

COMMENTARY BY LIAW THONG JUNG, REGULUS OFFSHORE CHIEF EXECUTIVE OFFICER

HIGHLIGHTS FYE 2024

UTILISATION RATES

Fleet average utilisation rate **92.7%**
(up 1.9% from FYE 2023)

Yinson Hermes
92.1%

PTSC Huong Giang
78.7%

Yinson Perwira
100%

PTSC Lam Kinh
100%

OPERATIONAL PERFORMANCE

100%
Uptime while on hire

0
LTIF

0
TRIF

ENVIRONMENTAL PERFORMANCE

ENERGY

158,222.2 MWh
fuel consumption
(up 0.9% from FYE 2023)

EMISSIONS

43,280.2 tonnes CO_2e
Scope 1 emissions
(down 1.9% from FYE 2023)

WATER

12.2 ML
water consumption
(up 0.8% from FYE 2023)

0 ppm
oil in water discharge

0 incidents
of oil spills

AWARDS AND RECOGNITIONS

PTSC Huong Giang awarded **2022 Logistics Operator HSE and Operations Excellence Award from Hibiscus Petroleum**

PTSC Huong Giang recognised for achieving **13 years LTI-Free by Hibiscus Oil & Gas Malaysia Limited**

Yinson Hermes recognised by **SEA Hibiscus for outstanding accomplishment and services for the SEAH Integrated Wells Campaign**

IMPROVED FLEET UTILISATION BACKED BY STRONGER DEMAND

With the return to normalcy for most industries post-pandemic, our fleet utilisation rates have also risen. The overall fleet utilisation rate for the period under review rose to 92.7%, an increase from 90.8% recorded in the previous year.

Yinson Hermes' utilisation rate rose to 92.1% in FYE 2024, up from 75% the previous year. This increase was largely due to contracts with two clients throughout the period. The utilisation rates for both Yinson Perwira and PTSC Lam Kinh remained at 100%, mirroring the rates from the previous year. Yinson Perwira is currently fulfilling an ongoing contract, while PTSC Lam Kinh's contract is set to continue until 2026. PTSC Huong Giang, on the other hand, recently completed a 200-day contract. The comparatively lower utilisation rate at 78.7% is within expectation, attributed to the off-hire period during the monsoon season. The vessel has completed drydock and has been on hire since March 2024.

These healthy utilisation rates underscore our capacity and the trust our clients place in us to deliver offshore marine services.

MAINTAINING EXCELLENT SAFETY AND ENVIRONMENTAL PERFORMANCE

Regulus Offshore achieved yet another year LTI-free – a performance that we have maintained yearly since our inception. Our excellent safety performance is a testament to the stringent HSE protocols that we follow, as well as our safety competencies and efficient organisation structure, which our clients highly appreciate. During the year in review, we conducted a safety culture campaign aimed at achieving Generative or Excellence safety levels, to further promote a safety-conscious mindset among employees and encourage a proactive approach to prevent accidents and incidents.

On environmental management, we embarked on a fuel optimisation initiative in response to our clients' requests. We channelled significant efforts into reporting and strategic planning to ensure our vessels operate optimally, such as maintaining economical speeds during voyages. This approach has yielded positive results, demonstrating our commitment to reducing emissions and contributing to environmental sustainability.

SUPPORTIVE OPERATING ENVIRONMENT STRENGTHENS OUR BUSINESS OUTLOOK FURTHER

OSVs within the logistics segment continue to play a crucial role in facilitating the expansion of Malaysia's upstream industry, which is currently undergoing a dynamic energy transition. According to the Petronas Activity Outlook 2024-2026, Malaysia's upstream activities are currently served by around 300 offshore platforms and subsea structures and about 11,000 km of pipelines. Petronas foresees abundant investment opportunities in Malaysian waters over a longer period, with 32 greenfield and 39 brownfield projects in its pipeline, of which 38 are sanctioned for execution. This growth raises demand for OSVs, which play an important role in servicing these offshore development projects. Petronas forecasts 148 vessels will be needed to serve the offshore operations and production segment. Concurrently, the number of vessels supporting drilling and projects is expected to increase by 29%, reaching 249 in 2024, up from 193 in 2023. The industry is already facing an industry-wide shortage of OSVs, which will serve to increase demand even further – and as a result, drive daily charter rates higher. Regulus Offshore stands to benefit from this growth and increased charter rates.

During the year, Petronas increased the cut-off ages for vessels participating in its tenders from 15 years to 20 years. This presents an opportunity for us to further extend our fleet's services, enhance our competitiveness, optimise our vessel utilisation and achieve cost efficiencies. This, together with Petronas' regulatory prioritisation on local vessels through its Panel Umbrella contracts, gives Regulus Offshore an advantage among OSV players as our vessels are Malaysian flagged.

RISKS AND OPPORTUNITIES

External environment	Risks	Opportunities	Regulus Offshore's response
Short to medium-term (1 to 5 years)			
Increased offshore activity in Malaysian waters.	• Inadequate OSVs to service offshore activities. • Shortage of skilled manpower for OSV segment. • Increase in OPEX costs, including spare parts, crew salary and logistics costs.	• Higher charter rates. • OSV players with a strong track record can attract skilled manpower. • More synergistic opportunities within the industry.	• We have maintained a strong track record of operating, environment and safety performance. • We have secured long-term, profitable contracts that suit our business model with reputable counterparties. • We focus on building efficient assets and processes to manage costs well.
Regulatory and labour market changes in Malaysia and beyond.	• Non-Malaysian-flagged vessels unable to supply OSV services locally. • Players with high reliance on non-local crew face high crewing costs. • Non-compliance with regulatory requirements. • Increased compliance costs.	• Opportunities for companies with strong regulatory compliance teams and track record. • Malaysian-flagged vessels will be prioritised for Petronas projects.	• We will continue our focus on Malaysian projects while exploring business activities beyond Malaysia. • We have built strong corporate, compliance and regulatory teams.

External environment	Risks	Opportunities	Regulus Offshore's response
Long-term (6 to 10 years)			
ESG and climate change focus.	• Reputation risk for traditional energy value chain. • Lack of opportunities for players who do not actively incorporate sustainability in their operations.	• More opportunities for companies that have clear and transparent transition plans. • More opportunities for companies with good environmental performance.	• The projects we undertake must align with our Climate Goals and 30 by 30 targets. • We adhere to high standards of environmental transparency and disclosure.
Rapid technological progress in the industry.	• Increase in unmanned platforms, reducing reliance on OSVs. • Demand for more fuel-efficient technologies and electrification. • Outdated and slow business and decision-making processes.	• Development of future generation assets powered by AI. • Efficient and ESG positive assets and processes will be preferred. • Cost savings from efficiency gains.	• We actively embrace innovation and digitalisation across our operations. • We engage with industry peers to understand the industry landscape.

CLOSING REMARKS

Looking ahead, we anticipate a growth outlook for our marine segment, driven by a supportive operating and regulatory environment, plus our strong track record and sustainability leadership position. This environment has improved charter rates for contractors like us, and created more demand for high-performing vessels, which we are well-positioned to provide. Indeed, we have already secured stable contracts for our fleet for the near to middle term, providing surety of contracted revenue. Observing the growth trends in the marine segment for OSVs, we are confident that our reputation, track record and ability to deliver and serve the needs of the industry, open the prospects for expanding our presence beyond the Malaysian waters to the regional market.

As the industry navigates the evolving landscape brought about by the energy transition, Regulus Offshore will continue to explore various technology and solutions to adapt to the market needs. We remain committed to leveraging our position to make significant contribution to the Malaysian energy landscape and beyond. Also, in line with Yinson's strong sustainability leadership position, we are dedicated to supporting the country's decarbonisation goals and building a more sustainable future for everyone.