

CHAIRMAN STATEMENT

COMMENTARY BY LIM HAN WENG, GROUP EXECUTIVE CHAIRMAN

RM1.1 billion

Profit After Tax

▲ 94% over FYE 2023

Recommended
final dividend of

1.0 sen

per ordinary share for
FYE 2024

Launched

30 by 30

our flagship
sustainability initiative

Post financial year end

RM283.2

million

raised for Yinson
Renewables and Yinson
GreenTech through
private placement

Launched

**Yinson4Youth
(Y4Y)**

our flagship youth
empowerment initiative



On behalf of the Board, I am pleased to present Yinson's Integrated Annual Report 2024. We continued to deliver strong financial results in the year under review, even as we focused on delivering critical energy infrastructure to communities around the world that need it most. Adaptability is key, as we navigate the evolving risks and opportunities of a rapidly changing business landscape.

A YEAR OF EXPANSION

We are pleased to note accelerated progress overall in recent years towards a clean energy future. However, we acknowledge that the transition has not been straightforward. Geopolitical instability, technological limitations, and capital and infrastructure constraints have affected the speed and pace of the transition as the world struggles to balance the need for change with energy security concerns. Failing to synchronise the reduction in fossil fuel production with consumption diminishes the world's ability to meet net zero targets, potentially triggering price spikes in a tight market. In essence, the transition cannot take place if it is not inclusive.

This unique interplay of macroeconomic factors has helped drive expansion in all our businesses in the reporting period, allowing us to make great strides towards fulfilling our purpose of providing sustainable energy infrastructure.

Yinson Production's services continue to be in strong demand, as the market is looking for providers that have an edge in emissions reduction technologies and a solid track record of on-time delivery and safety and operational performance. Concurrently, investments are being routed into developing renewable and alternative sources of energy, which has supported the progress of Yinson Renewables. Our Nokh Solar Park was commissioned in November 2023, and we have also commenced construction of our first Peru solar project, Matarani. Yinson GreenTech's growth capitalises on the megatrend of electrification. In line with this megatrend, we have developed a suite of integrated services which has received enthusiastic take-up from parties eager to decarbonise.

DELIVERING SOLID FINANCIAL RESULTS

In FYE 2024, the Group delivered a strong set of financial results, recording higher revenue of RM11.6 billion (FYE 2023: RM6.3 billion) mainly driven by the commencement of Engineering, Procurement, Construction, Installation and Commissioning ("EPCIC") business activities for FPSO Agogo and commencement of operations for FPSO Anna Nery. Correspondingly, profit after tax ("PAT") was RM1.1 billion, an increase of 94% compared to FYE 2023.

We continued to receive strong support from the investor community and our shareholders. On 29 March 2024, we completed an accelerated book-building exercise to place out 120 million new ordinary shares to a selected group of institutional investors. Yinson raised RM283.2 million from the private placement, which will primarily be used to expand our renewables and green technologies businesses.

REWARDING OUR SHAREHOLDERS

We have distributed RM58 million in dividends for FYE 2024, representing 2.0 sen per ordinary share declared for FYE 2024. Including the final dividend of 1.0 sen per ordinary share in respect of FYE 2023 paid in the current financial year, the total distribution to shareholders in FYE 2024 amounted to RM87 million. In addition, we have recommended a final dividend of 1.0 sen per ordinary share for FYE 2024 for shareholders' approval at the forthcoming 31st Annual General Meeting ("AGM").

On 22 March 2024, we announced a proposal to undertake the establishment of a dividend reinvestment plan ("DRP"), which provides shareholders the option to reinvest cash dividends in new Yinson shares instead of receiving it in cash. The final dividend for FYE 2024 will be part of this DRP, subject to shareholders' approval at the upcoming AGM. If approved by shareholders in the forthcoming AGM, the DRP will allow shareholders to enhance and maximise the value of their shareholdings by investing in new shares that may be issued at a discount to market prices, and are free from brokerage fees and other transactional costs. Concurrently, it could provide the Group with the flexibility to strengthen our capital position to fund our working capital requirements.

A FIRM COMMITMENT TO GOOD CORPORATE GOVERNANCE

We took several important steps to enhance our governance structure throughout the year, in order to ensure that our business decisions are underpinned by a robust governance process.

Following the greater autonomy of decision-making delegated to our respective businesses, the Board established Advisory Boards for them – Yinson Production, Yinson GreenTech and Yinson Renewables – in September 2023. The Advisory Boards, which convene on a quarterly basis, provide effective oversight of the respective business models and function as a forum for robust debate and in-depth deliberations on key strategic, financial and operational issues.

Also, to further institutionalise and reinforce the management and oversight of sustainability at management level, our Sustainability Committee has been integrated into the Management Committee, which is now renamed as the Management & Sustainability Committee ("MSC"). This follows the steps taken at Board-level in the previous reporting period, where our Board Charter was updated to recognise the renaming of the Board Risk Management Committee to the Board Risk & Sustainability Committee.

During the year, we were pleased to welcome Sharifah Munira and Gregory Lee to the Nominating & Remuneration Committee and Board Risk & Sustainability Committee respectively, where we believe they will provide their wide experience and expertise to guide the committees. Strong and independent Board Committees are central to our governance structure, and I am confident that these new appointments will contribute to positive outcomes that add value to our shareholders.

Our Offshore Marine business, Regulus Offshore, has also seen a change in leadership. We are pleased to appoint Liaw Thong Jung as Chief Executive Officer of Regulus Offshore, bringing with him a wealth of market experience to ensure that the business continues to deliver value to our shareholders. Thong Jung replaces Lim Chern Wooi, who effectively stepped down as CEO on 10 May 2024. Chern Wooi had helmed Regulus Offshore for 10 years, establishing it as a key player in the OSV market with an exceptional performance and safety track record. We sincerely thank Chern Wooi for his contribution and wish him all the best in his future endeavours.

In line with our firm commitment to embracing corporate governance and transparency, we have enhanced our existing whistleblowing channel with an independent platform this financial year, with multi-language support for the countries we operate in. We are also in the process of implementing an external training platform to engage with our external stakeholders, such as our suppliers, on compliance-related topics. This is an important part of building a sustainable supply chain, which will help to insulate our businesses against supply chain risk.

EMBRACING OUR RESPONSIBILITY TO OUR LOCAL COMMUNITIES

As we navigate through a dynamic global landscape, it becomes increasingly imperative for organisations to not only set ambitious goals but to also align their efforts towards achieving them. Thus, I am delighted to introduce Yinson's flagship sustainability initiative, 30 by 30, which embodies our commitment to sustainable growth and value creation.

30 by 30 outlines 30 of our most material targets that we aim to achieve by 2030. These targets encompass a diverse range of objectives spanning environmental stewardship, social responsibility, and operational excellence. By setting clear and measurable targets, we ensure that our entire organisation is aligned on driving towards these collective goals.

We have increased our investments in building our local communities, both by prioritising the local workforce and supply chain, as well as through corporate social responsibility projects. Bringing value to our communities is part of our purpose and vital to promoting long-term growth.

Our newer offices in Brazil and Angola have been especially passionate about local environment and community-focused projects, collaborating with their local community partners to

bring positive change such as through tree-planting, beach cleaning and educational work. In Ghana, where we have won numerous recognitions for our excellent community projects, we have increased the number of scholarships under the Yinson Scholars Programme, built a new computer lab and canteen, launched the Yinson Girls Education Programme, organised the Yinson Reading and Spelling Bee and much more. I am personally very excited about Yinson4Youth, or Y4Y, our flagship youth development initiative which kicked off in Malaysia. The inaugural Y4Y Grant was disbursed to facilitate two excellent youth-led projects, one to develop a mangrove nursery, and the other to conduct much needed research into the mental health needs of Malaysia's indigenous youth community.

To support employee involvement in CSR activities, we launched employee voluntary time-off, which allows employees to take up to four days of volunteering time-off annually.

A STRONG AND STABLE OUTLOOK

We remain optimistic about the future of our businesses, as we are confident that our investment into building our foundations on sustainability will hold us in good stead amid the many uncertainties. Such foundations have allowed us to be agile, making sound decisions that capitalise on the opportunities while managing risks.

As a pioneer on many fronts, we are bound to make some mistakes. At Yinson, we embrace failure because we know that learning from our mistakes allows us to move forward stronger and wiser than ever. We are grateful for a wonderful network of stakeholders that work with us towards our shared goal of a better future. These include local governments, NGOs, fellow corporates, communities, the financial community and, of course, our own employees. With synergies gained from the wealth of experience of all parties, shared long-term perspectives and a commitment to doing what is right, we are confident that we can continue to grow and succeed while making a positive impact on the world.

ACKNOWLEDGEMENTS

I extend my heartfelt thanks to everyone who has believed in us and contributed to our success.

First, to my fellow Board members for your wisdom and counsel in guiding the Company forward. We have spent many hours together deliberating Yinson's strategies, and I believe our collective input has helped to put the business on a winning trajectory. To our shareholders and investors, we thank you for your trust in us. To our clients and partners, we are grateful for the opportunity to work with you. For the communities where we operate, thank you for welcoming us to your neighbourhoods. And finally, to our employees and their families, it has been a very demanding year, and I know you have worked very hard to bring the Company forward. We look forward to continuing our work together so we can affect change for a better future.