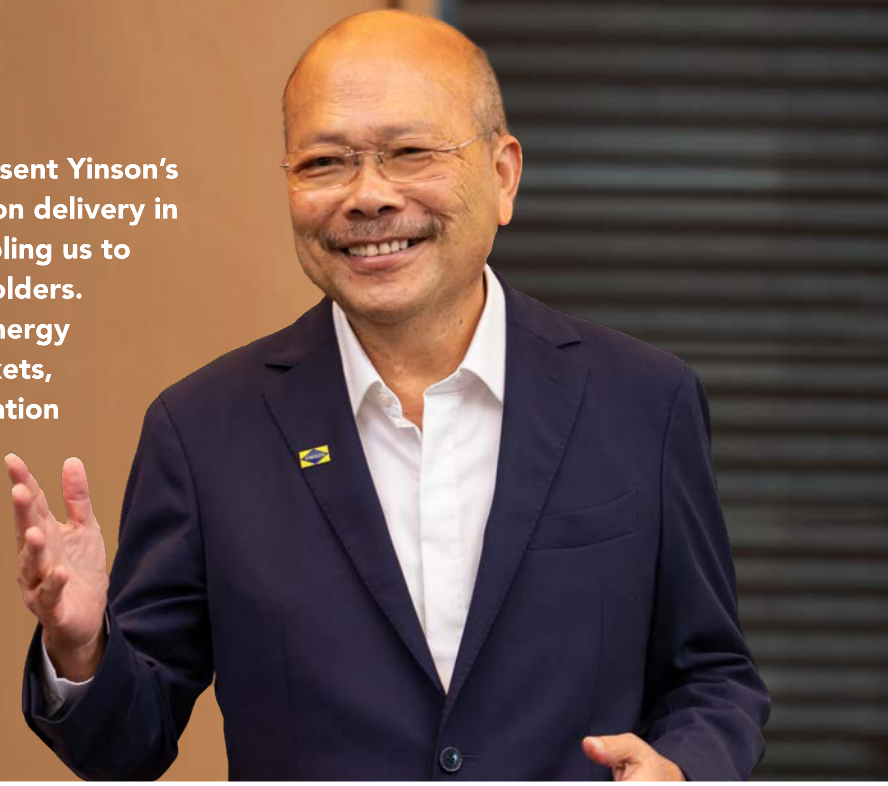
CHAIRMAN STATEMENT

COMMENTARY BY LIM HAN WENG, GROUP EXECUTIVE CHAIRMAN

On behalf of the Board, I am pleased to present Yinson's Integrated Annual Report 2025. Our focus on delivery in the past year has yielded solid results, enabling us to both grow and return capital to our shareholders. Even as we advance to a new level in the energy infrastructure space and global capital markets, we are concurrently optimising our organisation and cost structure to ensure our future growth is sustainable.



RM3.2 billion
EBITDA
+8% over FY2024
+320% over FY2020

RM509 million shareholder returns for FY2025

Maintained top ESG ratings with **Sustainalytic** and **S&P Global**

Yinson Production raised **USD 1 billion** with consortium of global investment firms

Yinson Renewables launched **97 MWp** Matarani Solar Park, Peru

Yinson GreenTech secured strategic investment with **Khazanah's Dana Impak**

A YEAR OF DELIVERY

It has been a year of delivery, marked by significant achievements and milestones across our businesses. Despite the challenges posed by the global economic landscape, we have remained steadfast in our commitment to delivering value to our stakeholders. Our focus on operational excellence and strategic execution has enabled us to achieve remarkable progress in our projects and initiatives.

In 2024, Yinson Production successfully delivered FPSO Maria Quitéria and FPSO Atlanta, both of which are now operational and contributing to our portfolio. We are also ahead of schedule with the Agogo FPSO, which is currently undergoing final commissioning in Angola. Yinson Renewables launched its first operational renewables project in Latin America, the Matarani Solar Park in Peru; while Yinson GreenTech welcomed Khazanah as a strategic investor and launched Hydroglyder, its fully electric hydrofoil passenger vessel. These accomplishments underscore our capability to deliver complex projects on schedule and within budget.

A landmark achievement during the year was welcoming our new strategic partners, Abu Dhabi Investment Authority ("ADIA"), British Columbia Investment Management Corporation ("BCI"), and RRJ Group. The consortium raised pre-IPO growth capital of USD 1 billion for the Group, with the option to upsize to USD 1.5 billion within 24 months. Our shareholders approved the investment during an Extraordinary General Meeting ("EGM") held on 27 March 2025.

Highlight: USD 1 billion investment from ADIA, BCI and RRJ Group, pg 26; Unlocking value through Yinson's largest equity raise, pg 40.

THE RIGHT STRUCTURE FOR SUSTAINED GROWTH

Our focus in 2025 is to review and consolidate our operations. We have conducted a thorough review of our business to identify areas which are core to us, synergies between the various business areas, and efficiencies that can be gained across our organisation. We are actively putting the right structures and resources in place to ensure we are well positioned for the next phase of growth.

We completed the divestment of our offshore marine business, Regulus Offshore, to Lianson Fleet Group ("LFG") on 31 January 2025, aligning with our strategic direction to focus on our FPSO and energy transition businesses. Having unlocked value from this profitable legacy business, we will continue to participate in the future growth of LFG through our holding of a minority stake and the rights to a board seat.

Another decision made following the strategic review of our core areas was the transition of Farosson out of Yinson, effective on 1 May 2025. Daniel Bong, the CEO of Farosson, had decided to continue leading Farosson independently, which also means he has stepped down as Principal Officer of the Group. Yinson remains supportive of Farosson's continued success, and we look forward to maintaining a strong working relationship where opportunities align. We thank Daniel for 14 years of dedicated service as he has been instrumental in Yinson's growth.

Our businesses, under the leadership of their respective Senior Leadership Teams and Advisory Boards, have also taken steps to review and consolidate their businesses, which is explained in further detail in our Business Review.

Business Review, pg 58 to 74.

FINANCIAL RESULTS IN A YEAR OF TRANSITION

FY2025 was a year of transition for the Group from a CAPEX-intensive Engineering, Procurement, Construction, Installation and Commissioning ("EPCIC") phase to an operational phase, with steady cash inflows over the next 20 to 25 years as our remaining projects under construction are progressively completed. This is reflected in the Group's financial results for the year.

The Group recorded lower revenue of RM7.6 billion in FY2025 (FY2024: RM11.6 billion), primarily due to lower contribution from EPCIC activities. This was partially offset by the commencement of operations for FPSO Maria Quitéria and FPSO Atlanta, as well as the lease extension for FPSO Abigail-Joseph. Nevertheless, the Group recorded higher PATAMI in FY2025 of RM1.2 billion, primarily due to reversals of tax provisions previously recognised in prior years and recognition of deferred tax assets on unutilised interest deductions arising from a change in tax basis for Offshore Production operations in the Netherlands.

The Group's key profitability benchmark indicator, IFRS EBITDA, was RM3.2 billion in FY2025 – 8% higher than the previous financial year and 320% higher compared to FY2020. This is our best performance yet.

REWARDING OUR SHAREHOLDERS

We took significant steps to enhance shareholder value, rewarding our shareholders for their continued support during our high growth and delivery phases.

The Dividend Reinvestment Plan ("DRP") was implemented in July 2024 and applied to the Group's final dividend for the financial year ended 31 January 2025, as well as the subsequent three quarterly interim single-tier dividends of 1 sen per ordinary share declared by the Board.

The DRP allows shareholders to reinvest their dividends into additional shares, further aligning their interests with the long-term growth of the company. The DRP met with positive response from shareholders. Approximately 77% of the FY2024 final dividend and 33% of the interim dividends declared for FY2025 were reinvested, allowing Yinson to retain RM52 million to strengthen our balance sheet to support our growth and expansion plans.

In total, we have declared interim dividends of 3 sen for FY2025, representing a total payout of RM89 million. We have also declared a final dividend of 1 sen per ordinary share for FY2025.

We continued rolling out our share buy-back programme, aimed at increasing shareholder wealth and optimising capital deployment. During the year, we acquired 155,312,200 shares at an average price of RM2.53 per share, which resulted in a capital return of RM392 million to our shareholders for FY2025.

Unlocking shareholder value, pg 27.

GOVERNANCE UPDATES

We have taken proactive measures to strengthen our governance framework to ensure robust risk management and operational resilience amidst a rapidly evolving global landscape. Key measures taken during FY2025 include:

- Updated our Enterprise Risk Management ("ERM") framework to improve its relevance and effectiveness in alignment with our decentralised business structure.
- Integrated our enterprise and climate risk profiles into a single ERM framework.
- Broadened our risk reporting beyond our key risks.
- Launched our Business Continuity Management ("BCM") Policy Statement and Framework and facilitated the development of Business Continuity Plans ("BCP") and Crisis Management Plan ("CMP") at Group-level.
- Obtained recertification of ISO 37001 Anti-Bribery Management Systems by Bureau Veritas, which we have maintained since 2021.

Statement on Risk Management & Internal Control, pg 138;
Corporate Governance Overview Statement, pg 121.

LEADERSHIP UPDATES

We are pleased to welcome Lim Poh Seong to Yinson's Board as Independent Non-Executive Director. His extensive experience across a diverse range of businesses and on the boards of several Malaysian listed companies will bring great value to the Group. Lim Han Joeh, after faithfully serving since 1996 and as a Non-Independent Non-Executive Director since 2016, decided not to seek re-election at the Annual General Meeting ("AGM") held in July 2024 and subsequently stepped down from the Board.

Our Senior Management team has also seen several changes this year. Chai Jia Jun was appointed as Group Chief Financial & Strategy Officer, succeeding Guillaume Jest, who has served as Group Chief Financial Officer since 2020.

Lim Chern Yuan was appointed as Yinson GreenTech CEO, and Louisa Brady as Yinson GreenTech Chief Operating Officer. These are roles that Chern Yuan and Louisa now hold alongside their roles as Group CEO and Group Chief Human Resources Officer respectively. Chern Yuan succeeds Eirik Barclay who has stepped down as Yinson GreenTech CEO to take up the role of Advisory Director at Yinson GreenTech, where he will continue to provide oversight on Yinson GreenTech's strategic direction.

We thank Han Joeh and Guillaume for their immense contribution to Yinson, and we wish them all the best in their future endeavours.

CHAMPIONING AN INCLUSIVE ENERGY TRANSITION

Yinson began our journey as a humble Malaysian company. Through dedication and hard work, we have achieved remarkable success on a global scale. Our success would not have been possible without the unwavering support of our stakeholders, to whom we are deeply grateful.

A standout moment for us in 2024 was the privilege of engaging with the governments of Malaysia, Peru, and Brazil during an official visit to the region. We were honoured to host members of the government, our clients, and key stakeholders at two events in Lima and Rio de Janeiro, where our contribution to the renewables and offshore production landscape in the South American region was warmly acknowledged. The highlight of these events was the address by Malaysia's Prime Minister, The Honourable Anwar Ibrahim.

Our achievements have strengthened our voice in the private sector, empowering us to advocate for regional economic benefits. This year, our role in advancing ASEAN business goals is even more significant as Malaysia assumes chairmanship of ASEAN.

The greater our success, the greater our passion for fulfilling our purpose of championing an inclusive energy transition. We are more driven than ever to operate in a way that helps the world transition to cleaner, more sustainable energy sources while ensuring that no one is left behind and preserving the natural environment.

Ultimately, our journey is about making a positive difference. In this respect, a key development this year is the launch of Yinson Production's Low Carbon Ventures business, which we believe will contribute to the decarbonisation of our offshore operations and the broader maritime industry. On the climate front, we integrated our Climate Goals Roadmap into our Climate Report for better connectivity and actively advocated for a robust carbon market.

Exploring synergistic opportunities in low carbon ventures, pg 28; Biodiversity Management, pg 81; Climate Change & Carbon Management, pg 75.

CLOSING REMARKS

Major factors affecting our businesses, especially in the energy space, include the ongoing transition to renewable energy, regulatory changes, and the need for sustainable and innovative solutions. We are committed to navigating these challenges and leveraging our strengths to achieve long-term success.

I extend my gratitude to the Board for your invaluable guidance. To our shareholders and investors, thank you for your trust in us. We appreciate our clients and partners for the opportunity to collaborate. To the communities where we operate, thank you for welcoming us. And to our dedicated employees and their families, your hard work has been the cornerstone of our progress.

GROUP CEO REVIEW

COMMENTARY BY LIM CHERN YUAN, GROUP CHIEF EXECUTIVE OFFICER

2024 marked a turning point in our expansion journey. The past five years have been the most intense expansion phase in our history, peaking last year as we buckled down to deliver our largest and most ambitious projects to date. I am pleased to confirm that we have indeed delivered, thanks to the relentless dedication from our entire team, partners and stakeholders.

Now, we have a unique window of opportunity to take a step back and evaluate how we have been doing things. Our focus for this season is to implement the right structure to create a more adaptable, resilient and efficient organisation that can sustain long-term growth. We are confident that this measured approach enables us to advance sustainably as we work with like-minded partners to realise a just and equitable energy transition.

DELIVERED – VALUE UNLOCKED

It has been a watershed year for us, where we have seen Yinson's greatest value being unlocked.

During the year, the Group was aligned to prioritise the delivery of our three FPSO projects under construction, understanding that doing so was the key to greater and sustained future income.

FPSO Maria Quitéria and FPSO Atlanta achieved first oil on 15 October 2024 and 31 December 2024, respectively, marking the commencement of their charter periods. These two assets alone have a combined contract backlog of USD 7.2 billion up until 2047, contributing to over a third of our fleet's total order book.

After completing onshore commissioning, the Agogo FPSO sailed away from the integration yard in China in March 2025 and arrived safely in Angola on 16 May 2025, several months ahead of the contractual date. This is a standout achievement in our industry and a testament to the team's commitment and adaptability. When the Agogo FPSO comes on stream, scheduled for Q3 2025, our total order book will reach close to USD 20 billion until 2048, making us the second largest FPSO operator in the world by order book.

We also delivered our first renewables asset in Latin America – the 97 MWp Matarani Solar Park in Peru. The success of this project has galvanised our pipeline in the region, which we are now actively progressing.

Finance and Strategy Review, pg 31.

As a management team, we established three clear priorities for FY2025. First, we must continue to grow Yinson Production to facilitate our transition, necessitating a significant equity raise. Second, we need to optimise our debt structure. Third, it was imperative to deliver our FPSOs under construction to unlock the returns needed for our next phase of growth. Concurrently, we were committed to addressing two key investor concerns – delivering higher return on capital and ensuring sustained growth.

We are pleased that we have been able to deliver on all these priorities.

Our consistent track record of deliveries has progressively strengthened the market's confidence in our business model over the years. The period under review marks a new high in this journey as we secured substantial investments from several esteemed blue-chip strategic investors. The quality and scale of these investment are a powerful endorsement of the value of Yinson Group, the robustness of our business model and the strength of our management team.

Gaining global investor confidence

Strategic partnership investments

1 October 2024

Yinson Production completed the sale of an 11.8% stake in FPSO Anna Nery to Kawasaki Kisen Kaisha, Ltd ("K" Line) for USD 49 million.

2 January 2025

Yinson Production secured USD 1 billion investment from ADIA, BCI and RRJ Group, one of the largest structure equity deals in Southeast Asia (see highlight below).

3 March 2025

Yinson GreenTech's chargEV announced investment from Khazanah Nasional's Dana Impak to accelerate the development of Malaysia's EV charging ecosystem.

International capital markets

1 April 2024

Yinson Production issued a USD 500 million 5-year senior secured corporate bond, listed on the Euronext Oslo Børs.

2 June 2024

Yinson Production issued USD 1.035 billion 144A/Reg S non-recourse, senior secured notes to refinance FPSO Anna Nery, listed on the London Stock Exchange.

3 November 2024

Yinson Production issued a USD 100 million tap issue on the 5-year senior secured corporate bond, increasing the total value of the bond to USD 600 million.

Project financing

1 April 2024

Yinson Production closed USD 1.3 billion multi-tranche project financing for the Agogo FPSO with a combination of international banks and institutional investors.

2 November 2024

Yinson Renewables secured USD 59 million senior secured green financing for Matarani Solar Park, Peru.

Highlight: USD 1 billion investment from ADIA, BCI and RRJ Group

On 14 January 2025, Yinson Production entered into a definitive agreement with a consortium of investors comprising a wholly owned subsidiary of ADIA, and funds managed by BCI and RRJ Group, to issue USD 1 billion in redeemable convertible preferred shares ("RCPS") and 10% warrants at a post-money valuation of USD 3.7 billion. The agreement provides the option to issue additional RCPS of up to USD 500 million within 24 months from closing, subject to agreement by the investors.

The proceeds from the transaction are primarily supporting Yinson Production's further growth to capitalise on the strong FPSO market, while USD 200 million is being used to further expand the Group's renewables and green technologies businesses, as well as for distributions to shareholders of Yinson through share buy-backs and/or dividends. The transaction was approved by Yinson's shareholders on 27 March 2025 at an EGM.

Unlocking value through Yinson's largest equity raise, pg 40.

Transaction highlights

- Growth capital for Yinson Production towards becoming the top FPSO operator globally.
- Accelerate growth in our energy transition businesses, Yinson Renewables and Yinson GreenTech, which we regard as the Group's next engines of growth.
- Post money valuation of USD 3.7 billion, a massive uplift in value of 2.1 times Yinson Group's market capitalisation.*
- Structured equity with no immediate dilution to the Group.
- Blue-chip and highly credible strategic investors.
- Net gearing expected to be halved.
- Able to scale up our businesses with no cash call from shareholders.

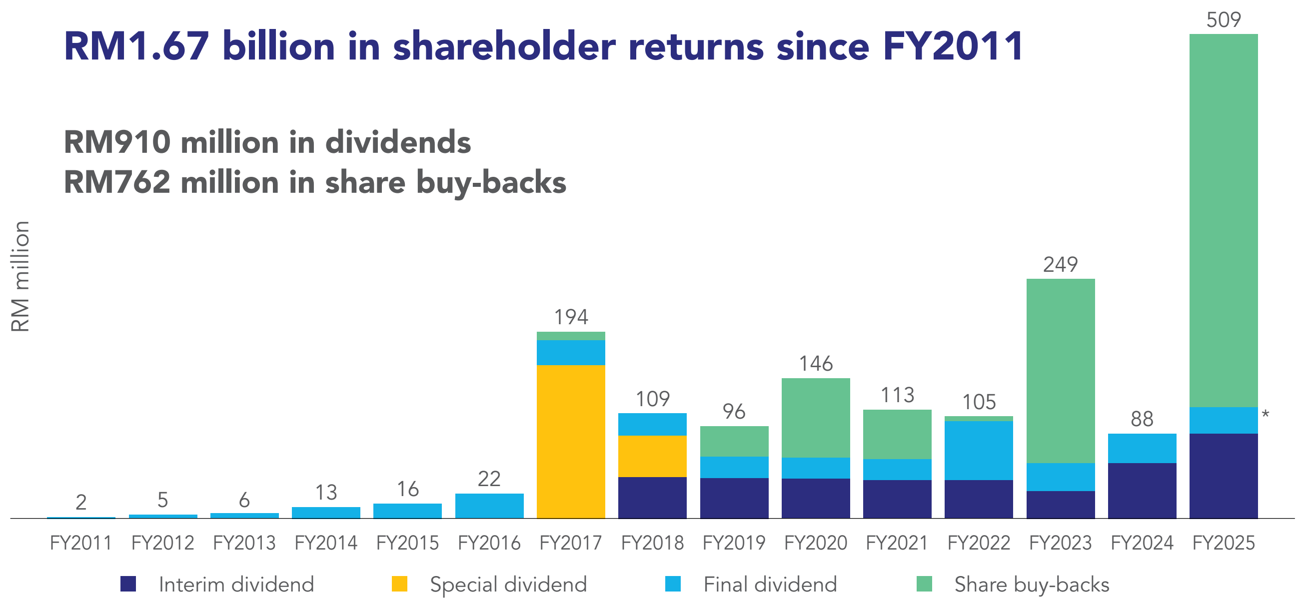
* *Based on Yinson's market capitalisation as at the transaction date of 14 January 2025.*

UNLOCKING SHAREHOLDER VALUE

Five years ago, Yinson embarked on the biggest CAPEX cycle in our history. We reached a peak, at one point, of four FPSO projects under construction; and at the same time started up our renewables and green technologies businesses while expanding into new geographical territories. We deployed various strategies to raise the capital needed for this expansion, and are pleased that this has supported the delivery of our major commitments, boosted our liquidity sufficiently to continue growing sustainably across all our portfolios while also enabling us to reward our shareholders commensurably for their continued support.

We have declared quarterly dividends starting in FY2025, and launched our DRP since mid FY2025. We also continued rolling out our share buy-back programme.

Rewarding our shareholders, pg 23.



* *Declared on 28 March 2025.*

Beyond these shorter-term rewards, we aim to provide higher and sustained future returns to shareholders. We believe that the most effective way we can meet this objective is by narrowing the valuation gap between our current position, to where we ought to be. The consortium of ADIA, BCI and RRJ Group valued Yinson Production at USD 3.7 billion post money – over 2 times the Group's current market capitalisation at the time the deal was closed. Our strategy to enrich the Company's value is through continued and judicious investments to drive profitability. For our most mature and independent business, Yinson Production, we aim to win one FPSO contract per year, and deliver them on time and on budget. In the current robust FPSO market, where we are the dominant player in the mid-sized FPSO segment, we aim to lift our Adjusted Enterprise Reporting EBITDA by 1.5 times within the next five years.

ANCHORED ON THE ENERGY TRANSITION

The global energy landscape is transforming at an unprecedented pace, driven by rising energy demand and an urgent shift towards cleaner energy sources. Economic and population growth, coupled with the expansion of energy-intensive technologies, is boosting energy demand.

While alternative energies are taking up an increasing portion of the energy mix, conventional fossil fuels are expected to remain a critical component through 2050, even under a 1.5 °C climate scenario. Infrastructure upgrades are critical to ensure energy security, affordability, and reliability during this complex transition.

Alongside this transformation, there is a growing acknowledgment of the need for a just, fair, and well-structured transition. We recognise and address the interconnected challenges of rising energy demand and the need for sustainability. Through our businesses, we aim to accelerate the energy transition while keeping energy secure and affordable for all.

Inclusive Energy Transition, pg 79.

The landscape for sustainability efforts has grown increasingly complex in the past year.

Despite fluctuating external rhetoric, Yinson continues to recognise ESG as a strategic imperative for long-term resilience and profitability. Recent shifts that have emerged more strongly, such as the integration of ESG into core business strategies, enhanced sustainability reporting and a heightened focus on supply chain transparency, are practices that we began embedding since formally placing sustainability at the heart of our business strategy in 2018. This position has allowed us to leverage our corporate voice to shape the ESG landscape in our industry.

Through our leadership positions in the ASEAN Business Advisory Council Malaysia's ("ASEAN-BAC Malaysia") ASEAN Common Carbon Market Initiative, the ASEAN Alliance on Carbon Markets (AACM), and the MCMA, Yinson provides a strong private sector voice towards a unified, transparent, and efficient carbon market. We believe that carbon prices must be set at the right level for an energy transition. Preparing for the eventuality of carbon tax, we started piloting an internal carbon price for Yinson Production two years ago, which has helped us consider carbon costs in our decision-making processes while taking proactive climate action.

Fostering a vibrant carbon market ecosystem, pg 19; Climate Change & Carbon Management, pg 75.

Real change requires tangible investments, not just promises. As part of our 30 by 30 targets, we committed to having at least 30% of equity in non-oil-based FPSO activities by 2030. We have invested RM627 million into Yinson Renewables and Yinson GreenTech up to FY2025, which represents about 8% of the Group's total equity.

The continued funding borne out of this commitment, bolstered by fresh capital from our new strategic investors, are poised to accelerate activities and value from our renewables and green technologies businesses.

Exploring synergistic opportunities in low carbon ventures

Yinson Production aims to pursue strategic opportunities that enhance industry value, leverage our deep expertise, strong network, and established presence in offshore energy production.

The offshore energy industry is actively seeking solutions to decarbonise while keeping up production that is essential for energy security. Yinson Production is exploring solutions within the carbon value chain, aligning with both our climate ambitions and the industry's sustainability ambitions.

From initial seed investments in low-carbon technologies and the carbon value chain, we have now embarked into developing the entire value chain. In February 2025, we acquired Stella Maris CCS AS ("Stella Maris"), which also marked the launch of Yinson Production's Low Carbon Ventures business. Stella Maris is developing a full carbon capture and storage ("CCS") value chain and holds 40% of the Havstjerne Reservoir on the Norwegian Continental Shelf. Developed in partnership with Harbour Energy, the Havstjerne CO_2 injection and storage project is a cornerstone of Stella Maris' activities, with its technical feasibility validated by extensive seismic data and reservoir studies. The EU's Innovation Fund has awarded the project a grant of up to EUR 225 million – the largest EU grant for a CCS project.

2021

- Launched Climate Goals and Zero Emissions FPSO Concept, which outlined our commitment to contributing to the development of the carbon value chain.

2023

- Invested in Ionada PLC for its innovative post-combustion carbon capture technology.
- Invested in Norwegian Direct Air Capture ("DAC") project development company, Carbon Removal AS.
- Designed world's first offshore post-combustion carbon capture plant onboard the Agogo FPSO, on track to be operational in 2025.

2024

- Awarded technology development grant of NOK 26.3 million by Norwegian government agency, Enova SF, to perform preliminary studies on the DAC plant.

2025

- Acquired Stella Maris, marking the start of Yinson Production's Low Carbon Ventures business.
- April – Started drilling an appraisal well at the Havstjerne Reservoir, which is expected to be completed in June 2025.

Est 2029

- Development of first DAC plant in Øygarden, Norway, which is proposed to share CO_2 transport and storage facilities with the Northern Lights Onshore CO_2 Receiving Terminal.

Est 2030

- Development of full-scale CCS value chain.

STRUCTURING FOR LONG-TERM GROWTH

'Focus' is our guiding principle as we move forward from our phase of intensive growth. We are committed to identifying what works and what does not, cutting inefficiencies and making prudent decisions. We aim to maintain a disciplined mindset and ensure our Core Values are understood and embraced by our people.

Getting the right financial structure in place is crucial at this point in our journey. The focus is to build a resilient financial foundation that can withstand market fluctuations and support our long-term vision. Our financial strategy focuses on optimising our capital structure by exploring alternative sources of funding and reprofiling our debts. These measures are designed to free up cash flows, ensuring sustained growth, adaptability to liabilities, and stable returns for shareholders.

Spurring growth on a much stronger capital structure, pg 41; Business Management & Performance, pg 102.

Our robust financial position prepares us to navigate the potential volatility from recent shifts in global trade dynamics. The majority of our FPSO projects have already been delivered, with only one remaining in the later stages of delivery, ensuring that most CAPEX is unaffected. Additionally, Yinson Renewables' and Yinson GreenTech's supply chains and operating markets (and therefore committed CAPEX) remain relatively insulated.

With a healthy cash position bolstered by significant cash injections, Yinson is well positioned to weather current uncertainties, allowing time for the market's direction to become clearer so our decisions are astute and timely.

DIGITAL INNOVATION TO DRIVE VALUE

Digital innovation is a cornerstone for sustainable growth and operational efficiency. By embedding digital thinking into our operations, we have developed platforms and solutions that streamline workflows and provide scalable, client-centric tools to address complex challenges.

Digital Transformation, pg 109.

Yinson GreenTech's innovation is showcased through its proprietary digital infrastructure, supporting electrification solutions with measurable impacts. Our digital platform integrates information into a comprehensive fleet management system, offering customised interfaces for effective management. This leads to cost savings, operational efficiency, and cleaner operations. The following case study highlights the value created for our client, Pos Malaysia Berhad ("Pos Malaysia").

Case study: Optimising Pos Malaysia's fleet for better and cleaner operations

Our partnership with Pos Malaysia, Malaysia's national post and parcel service provider, first started in June 2023 with the provision of charging stations at six branches across Malaysia.

Following this successful deployment, Pos Malaysia awarded Yinson GreenTech a contract in October 2023 to lease 143 commercial smart electric vans and equip their depots across the country with fleet charging solutions. Since implementing the solutions, Pos Malaysia has reported improved operational efficiency in line with its purpose of connecting lives and businesses for a better tomorrow.

In December 2024, Pos Malaysia awarded us another tender to supply an additional 136 units of smart electric vans along with 136 charging stations. This expansion reflects the growing trust in our fleet and digital solutions that enables predictive maintenance planning, reduced downtime and higher operational and cost efficiency.

Asset highlights

- **143** commercial smart electric vans leased
- **143** charging stations deployed at **33** charging depots across **11** states
- Awarded contract to lease a further **136** commercial smart electric vans and **136** charging stations in 2025

Technology features

- Smart EV telematics with cloud-based technology
- Digital keys
- Analytics on driver behaviour
- Connected EV app
- Predictive maintenance
- Real-time data and analytics for fleet management
- Remote monitoring and optimising for charging levels, battery utilisation and driving efficiency
- Carbon reporting and savings

Leasing package

- Onsite maintenance services
- Round-the-clock customer support
- Roadside assistance and replacement vehicles
- Technical support
- Insurance
- Road tax

Facilitated outcomes

2,045,071 km driven on electric	**35,108 kg CO_2e** avoided through EV charging compared to petrol	**37%** average savings on fuel costs	**494,479 kWh** leased fleet energy consumption	Reduction of operational manhours for maintenance and servicing

We are also pleased to provide an update on Project Polaris, Yinson Production's flagship digitalisation initiative. Project Polaris is an integrated asset performance management solution, which brings together applications on an existing ecosystem through a customised architecture that allows interaction and flow of data from one application to another, providing a robust and reliable analytical decision-making platform. The project was fully rolled out on FPSO Helang in January 2024, and now, one year later, is yielding promising results.

Update on Project Polaris

Goals

Predictive analytics

- Allows FPSO operations to generate insights to optimise asset reliability, maintenance and performance.
- Forecasts potential failures through machine learning algorithms.
- Data-driven decision-making with prescriptive actions.

Condition-based monitoring

- Allows highly-skilled Subject Matter Experts and Technical Authority personnel to conduct high quality analyses remotely while onshore.
- Enables operational strategy planning ahead of time to adapt changes in operating requirements or asset degradation.
- Detects early signs of wear, enhancing asset reliability and integrity.

Integrated data visualisation capabilities

- Enhances existing dashboards to elevate potential for data insights.
- Unified view with contextualised data integration.
- Improves situational awareness of ongoing FPSO operations.

Achievements since rollout

Successful use-cases gathered for predictive analytics and condition-based monitoring.

Unlocked cost savings via performance optimisation.

Potential to refine OPEX budgeting through enhanced asset lifecycle forecasting.

Example use-cases

Predictive analytics issued a persistent anomaly alert in a machinery in observation. This allowed the team to take preventive action on the affected equipment.

140 hours of potential downtime avoided.

1.6% uptime protected.

Predictive analytics issued an anomaly alert in the operating condition of a critical instrument of a nominated equipment. This led to insights on potential reduction in GHG emissions.

Condition-based monitoring saves hours in manpower and processes, translating to cost savings by removing the need for external engagement, offshore mobilisation, or any logistics and travel coordination since the work can be done remotely with no onsite presence.

Estimated **80 manhours** saved per analysis.

Process reduced to just 1 – 2 days from previously 5 – 8 days.

CLOSING REMARKS

As we move forward, our commitment to innovation, sustainability, and operational excellence remains unwavering. We will continue to leverage our strengths, embrace new opportunities, and navigate the complexities of our industry with agility and foresight. Our strategic focus on right sizing, establishing strategic investments and enhancing our organisational resilience will position us to adapt to changing market dynamics and sustain long-term growth.

Looking ahead, we are excited about the possibilities that lie before us. By fostering a culture of continuous improvement and collaboration, we will drive value for our stakeholders and contribute to a just and equitable energy transition. Our journey is far from over, and we are poised to achieve even greater milestones in the years to come.

FINANCE AND STRATEGY REVIEW

COMMENTARY BY CHAI JIA JUN, GROUP CHIEF FINANCIAL & STRATEGY OFFICER

The Group has achieved a record financial performance in FY2025 with an EBITDA of RM3.2 billion, up 8% from FY2024 and quadrupled since FY2020. This performance reflects the unlocking of stable cash flows from operations on the back of the delivery of major milestones from our energy infrastructure businesses. Diverse financing activities, including a USD 1 billion structured equity deal with a consortium of international investors and bond placements in the Nordic and London markets, have strengthened our balance sheet and improved our free cash flows to return value to our shareholders.

ADAPTING TO A CONSTANTLY SHIFTING EXTERNAL ENVIRONMENT

We observe four megatrends impacting companies globally: (i) the emergence of a multi-polar world, (ii) the ongoing energy transition, (iii) advancements in high tech and AI, and (iv) an increasingly higher cost of capital.

Geopolitical events, such as the ongoing Russia-Ukraine war, Middle East crisis, and the rise of de-globalisation, continue to shape global economic dynamics. Under new leadership, the United States has shifted its domestic priorities and international posture, reshaping global trade dynamics. These developments are causing economic uncertainty and fears of a global recession, with impacts becoming increasingly evident in areas such as global demand, inflation, Federal Reserve rates and oil prices. Trade and foreign direct investment flows are becoming increasingly complex, further shaping this multi-polar world.

Economic growth, population expansion, and energy-intensive technologies such as EVs and data centres are driving energy demand and an urgent shift towards cleaner energy sources. At the same time, advances in digitalisation, technology, automation and AI are rapidly transforming the way we do things. The confluence of the above has led to the energy transition developing at an uneven pace, giving rise to interconnected challenges of availability, affordability and decarbonisation. Additionally, greenwashing concerns, political backlash, regulatory fatigue, and high interest rates have prompted record withdrawals from ESG and sustainable funds.

KEEPING OUR CLEAR STRATEGIC FOCUS

The significance of being Reliable, Open, Adaptable, Decisive and Sustainable ("R.O.A.D.S.") has never been greater as we navigate through such uncertainties. We continue to steadfastly invest in the energy infrastructure space through our businesses, and, moving forward, will do so with greater focus than ever. We are not investing in hope and hype, but rather in asset-backed, long-term stable cash flows.

Our purpose drives the formulation of our strategies, which we continually adapt to manage evolving risks and opportunities. Organised under Business, Capital and Organisational tactical pillars, our strategies are operationalised through our businesses, whose goals and strategies are detailed within respective Business Reviews.

We emphasise building an optimised portfolio in areas where we excel and have a track record, ensuring we consistently deliver meaningful contributions to the energy transition. Anchored on our solid portfolio and guided by our Core Values, we also expand outward to develop the broader ecosystem – both to pursue synergistic opportunities and foster a conducive environment for industry-wide growth. Underpinning our business strategies is a continuous commitment to building strong stakeholder relationships.

Our capital strategies are centred on achieving sustained value creation for all stakeholders. Judicious management and governance of all financial matters are crucial in this respect, as we seek to make every resource count towards building long-term profitability. To enhance our platform's value, we ensure we are structured correctly for our businesses to scale sustainably. This is underpinned by our digitalisation efforts and the deep integration of our Core Values, R.O.A.D.S., across the organisation.

Yinson's Strategic Framework

Group strategies			Create synergistic value	Businesses
Business	GS1 Optimise portfolio	GS2 Strategic ecosystem building		YP *Yinson Production strategies, pg 65.*
Capital	GS3 Create sustainable stakeholder value	GS4 Disciplined financial management		YR *Yinson Renewables strategies, pg 69.*
Organisational	GS5 Build a platform for growth	GS6 Empower decision-making		YGT *Yinson GreenTech strategies, pg 73.*

Strong supporting foundation – Group-level corporate and governance oversight

FINANCIAL PERFORMANCE

	FY2025 RM million	FY2024 RM million	Change RM million	Change %
Extract from Consolidated Income Statements				
Revenue	**7,605**	11,646	(4,041)	-34.7%
Cost of sales	**4,881**	8,659	(3,778)	-43.6%
Gross profit	**2,724**	2,987	(263)	-8.8%
EBITDA	**3,234**	2,993	241	8.1%
Adjusted Enterprise Reporting EBITDA*	**1,903**	1,354	549	40.5%
Profit before tax	**1,120**	1,695	(575)	-33.9%
Profit after tax	**1,585**	1,142	443	38.8%
PATAMI	**1,249**	964	285	29.6%
Gross profit margin	**35.8%**	25.6%	10.2%	39.8%
EBITDA margin	**42.5%**	25.7%	16.8%	65.4%
Net profit margin	**20.8%**	9.8%	11.0%	112.2%
PATAMI margin	**16.4%**	8.3%	8.1%	97.6%
Extract from Consolidated Statements of Financial Position				
Total assets	**25,788**	28,692	(2,904)	-10.1%
Current assets	**4,398**	4,782	(384)	-8.0%
Money market investments	**49**	-	49	N.M.
Cash and bank balances	**2,679**	3,063	(384)	-12.5%
Total liabilities	**17,924**	20,715	(2,791)	-13.5%
Current liabilities	**2,778**	4,575	(1,797)	-39.3%
Loans and borrowings	**16,054**	16,319	(265)	-1.6%
Non-recourse project financing loans	**6,135**	4,231	1,904	45.0%
Total equity	**7,864**	7,977	(113)	-1.4%
Extract from Consolidated Statements of Cash Flows				
Net cash flows used in operating activities	**(3,015)**	(2,833)	(182)	6.4%
Net cash flows used in investing activities	**(486)**	(241)	(245)	101.7%
Net cash flows generated from financing activities	**3,337**	4,436	(1,099)	-24.8%

	FY2025	FY2024	Change	%
Financial Indicators				
Return on equity	**20.2%**	14.3%	5.9%	41.3%
Current ratio (times)	**1.58**	1.05	0.53	50.5%
Gross gearing (times)				
- Total borrowings	**2.04**	2.05	-0.01	-0.5%
- Excluding non-recourse project financing loans	**1.26**	1.52	-0.26	-17.1%
Net gearing (times)				
- Total borrowings	**1.69**	1.66	0.03	1.8%
- Excluding non-recourse project financing loans	**0.91**	1.13	-0.22	-19.5%
Net debt/EBITDA ratio (times)	**4.12**	4.43	-0.31	-7.0%

	Q1 FY2025 RM million	Q2 FY2025 RM million	Q3 FY2025 RM million	Q4 FY2025 RM million
Snapshot of quarterly announced results for FY2025				
Revenue	**2,214**	**2,142**	**1,853**	**1,396**
Cost of sales	**1,383**	**1,257**	**1,167**	**1,074**
Gross profit	**831**	**885**	**686**	**322**
EBITDA	**821**	**869**	**825**	**719**
Profit before tax	**357**	**333**	**297**	**133**
Profit after tax	**249**	**263**	**244**	**829**
PATAMI	**203**	**203**	**200**	**643**

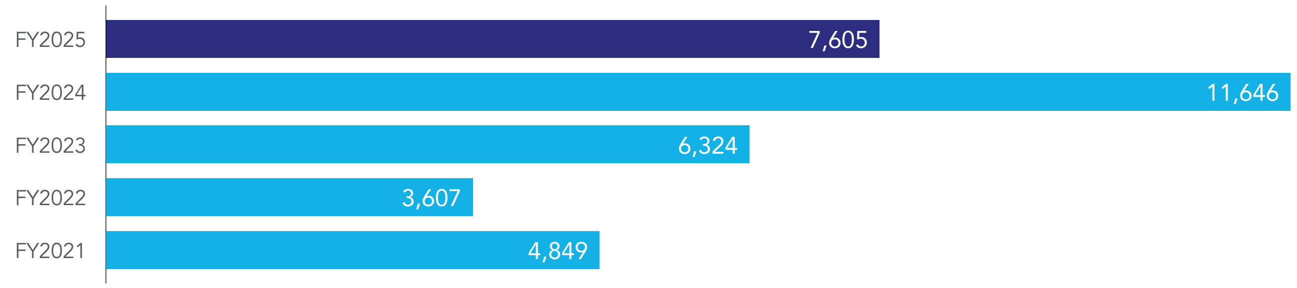
	FY2025	FY2024	Change	
	RM million	RM million	RM million	%
Operating Results by Segment				
Offshore Production and Offshore Marine	**2,982**	2,823	159	5.6%
Renewables	**7**	(41)	48	-117.1%
Green Technologies	**(192)**	(23)	(169)	734.8%
Other Operations	**38**	(110)	148	-134.5%
Share of results of joint ventures and associates	**21**	9	12	133.3%

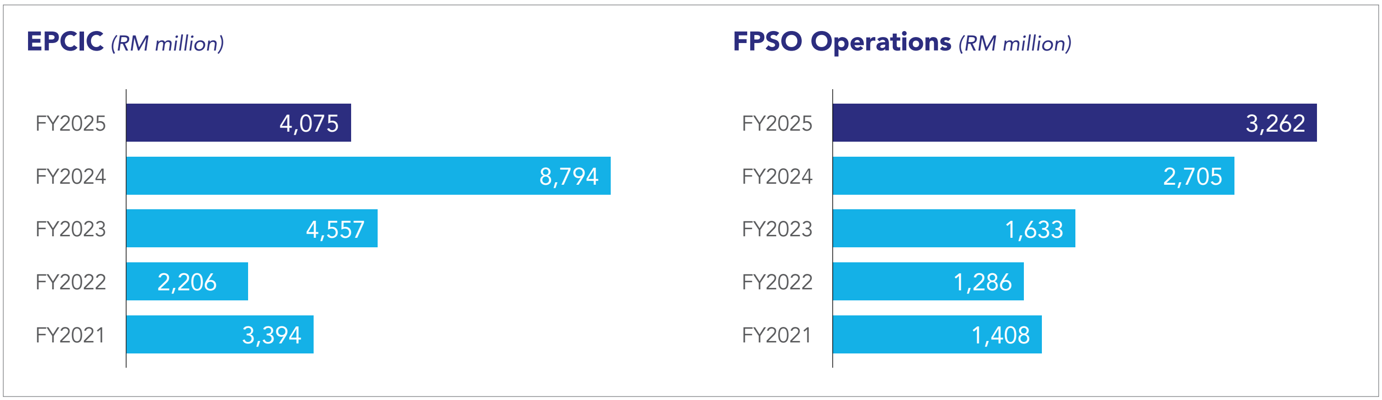
* *Refer to definition of Adjusted Enterprise Reporting EBITDA on pg 36.*

Revenue and Profitability

Revenue

Group Revenue *(RM million)*





The Group's lease contracts are classified as finance leases in accordance with IFRS for accounting purposes. Revenue generated from the conversion of very large crude carriers ("VLCCs") into FPSOs, classified as EPCIC revenue, is recognised either over time (based on the progress of construction) or at the point in time when the asset's rights of use are transferred to a lease client.

Under this accounting treatment, EPCIC revenues and profits are recognised during the construction phase of the asset. For most FPSO contracts, cash flows only begin after construction and commissioning is completed, as that is the point when the Group becomes entitled to start receiving the lease payments. Some contracts include advance payments from clients, but these are limited to specific FPSO charter contracts.

The lease classification and timing of EPCIC revenue recognition (where relevant) for the Group's offshore assets which contributed to the Group's results in FY2025 are set out below.

Vessel	Equity ownership	Accounting classification	EPCIC recognition*	Timing of EPCIC recognition*
Owned by the Group				
FPSO John Agyekum Kufuor	74%	Operating lease	No	
FPSO Helang	100%	Finance lease	Yes	Point in time (Q4 FY2020)
FPSO Abigail-Joseph	100%	Finance lease	Yes	Point in time (Q3 FY2021)
FPSO Maria Quitéria	100%	Finance lease	Yes	Over time
FPSO Atlanta	100%	Service contract under IFRS 15	Yes	Over time
Agogo FPSO	100%	Finance lease	Yes	Over time
Owned through joint venture arrangements				
FPSO PTSC Lam Son	49%	Operating lease	No	
FSO PTSC Bien Dong 01	49%	Operating lease	No	
FSO Lac Da Vang	49%	Finance lease	Yes	Over time
FPSO Anna Nery	63.2%	Finance lease	Yes	Over time

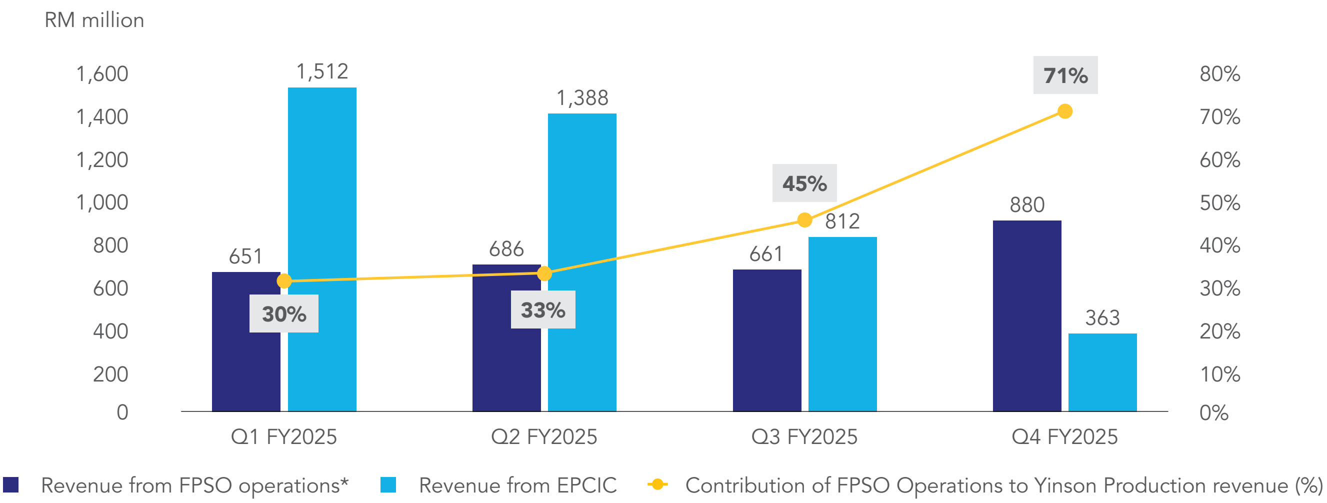
* *Refer to the Group's accounting policy for EPCIC revenue recognition in Note 2.6(i) to the Financial Statements.*

The Group's revenue decreased by 35% in FY2025 compared to FY2024, from RM11.6 billion to RM7.6 billion. This decrease was primarily driven by lower contribution from EPCIC activities, reflecting construction progress: FPSO Maria Quitéria and FPSO Atlanta achieved first oil on 15 October 2024 and 31 December 2024 respectively, while the Agogo FPSO is nearing completion. The absence of the one-off effect from the exercise of the call option for the acquisition of AFPS B.V., which was recognised in FY2024, further impacted revenue.

The lower contribution from EPCIC activities was partially offset by higher contributions from our operational FPSOs as follows:
- A full year's contribution from FPSO Anna Nery in the current financial year, compared to nine months in the previous year.
- Fresh contribution from FPSO Maria Quitéria and FPSO Atlanta operations upon achieving first oil.
- Revenue recognised from FPSO Abigail-Joseph's lease extension.
- Annual charter day rate escalation for FPSO Anna Nery and FPSO Maria Quitéria, which took place from effective dates as stipulated in their charter contracts.

As our remaining projects under construction approach completion, the Group is transitioning from a CAPEX-intensive EPCIC phase to an operational phase, characterised by steady cash inflows for the next 20 to 25 years. The significance of income contribution from FPSO Operations will increase, strengthening the Group's track record of stable profits and cash flows. In FY2025, FPSO Operations revenue as a proportion of Yinson Production's total revenue more than doubled, rising from 30% in Q1 FY2025 to 71% in Q4 FY2025.

EPCIC and FPSO Operations revenue



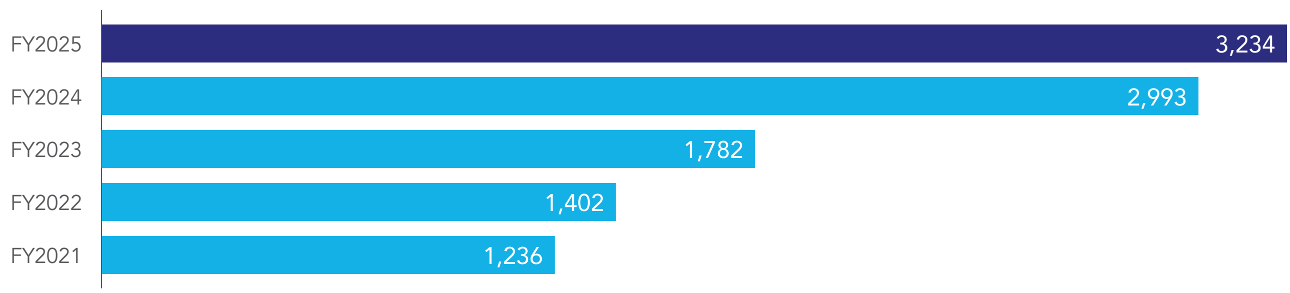
* *Excluding gain on remeasurement of finance lease receivables recognised for FPSO Abigail-Joseph, FPSO Anna Nery and FPSO Maria Quitéria.*

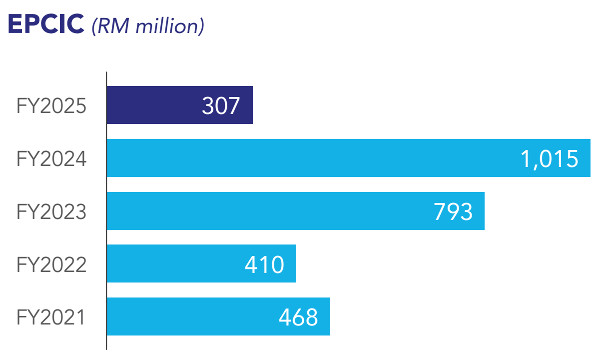
In addition, we have been actively building our renewables and green technologies businesses, with healthy business development activities and new projects secured.

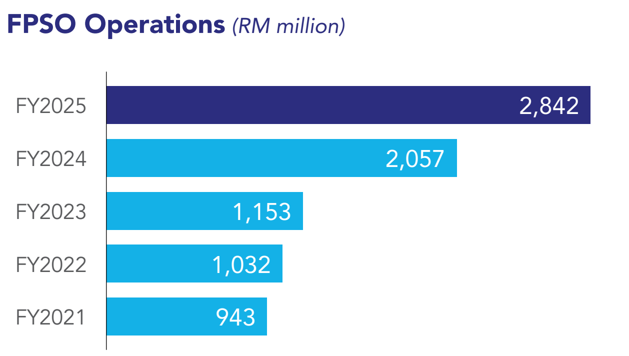
The revenue contributions from the Group's joint venture arrangements in Vietnam are presented separately as adjusted revenue and accounted for in accordance with the Group's equity ownership.

EBITDA

Total IFRS EBITDA *(RM million)*







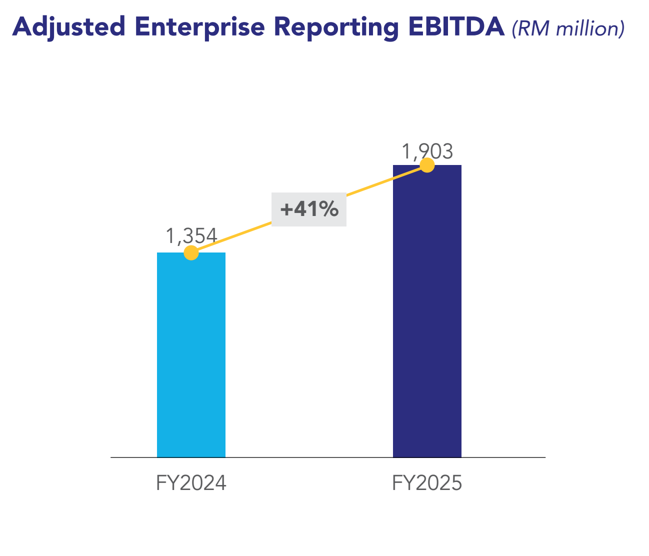
The Group's key profitability benchmark indicator, EBITDA, reached RM3.2 billion in FY2025 – an 8% increase from the previous financial year, marking our best performance yet.

FPSO Operations represents Yinson Production's operating activities, comprising the leasing of vessels and marine-related services. These are areas in which the Group has extensive experience and a strong track record. The Group has seven operating FPSOs and one operating FSO on lease as at 31 January 2025.

In FY2025, FPSO Operations' EBITDA grew by 38% compared to FY2024. The growth was driven by the same factors as revenue, together with the gain recognised on disposal of FPSO Anna Nery from subsidiary to joint venture (refer to Note 48(a) to the Financial Statements for further details). This deemed disposal allowed us to partially realise the value of FPSO Anna Nery, while deleveraging our balance sheet and aligning our governance and commercial rights with our partners.

Our industry-leading safety standards and uptime performance resulted in a 99.6% average 5-year technical uptime across our fleet in FY2025. Together with more favourable charter rates and strong cash flows, this performance has allowed the Group to maintain the asset values of our offshore production assets.

Enterprise Reporting EBITDA



Enterprise Reporting was adopted by Yinson Production starting in Q4 FY2025 to enhance transparency regarding their underlying performance and cash flow generation. The results and financial position reported under Enterprise Reporting are included within the supplementary information to their audited financial statements.

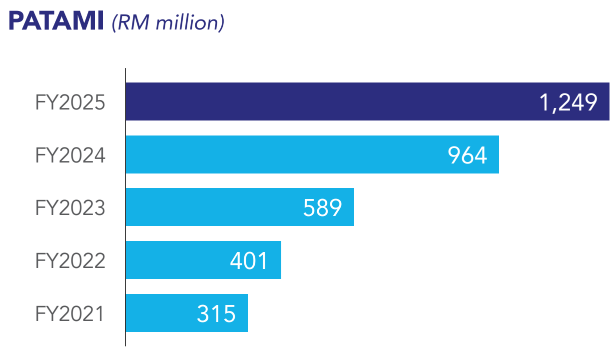
A more detailed explanation of Enterprise Reporting methodology, as well as Yinson Production's financial performance under this methodology, are disclosed in the Yinson Production Review and on Yinson Production's website.

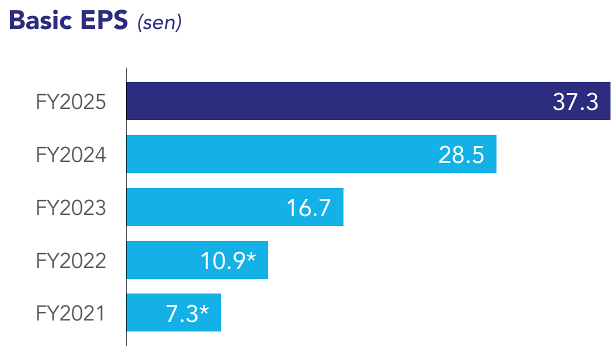
Enhancing transparency with the introduction of Enterprise Reporting, pg 63.

The Group's Adjusted Enterprise Reporting EBITDA increased by 41%, from RM1.4 billion in FY2024 to RM1.9 billion in FY2025. Notably, RM198 million was contributed by FPSO Maria Quitéria, which clocked just over three months of operations in FY2025 after achieving first oil on 15 October 2024, reflecting the significant increase in cash flows to the Group as our assets transition from the CAPEX-intensive EPCIC phase to an operations phase. These amounts exclude one-off upfront payments received from clients during the construction phase and mobilisation fees received upon achievement of first oil.

The Group aims to enhance our disclosures to align with the principles of Enterprise Reporting next year, with the key objectives of providing transparency on the Group's financial performance and cash flow generation to our stakeholders. During this transitional period, we disclose the Group's Adjusted Enterprise Reporting EBITDA generated from FPSO and FSO contracts.

PATAMI



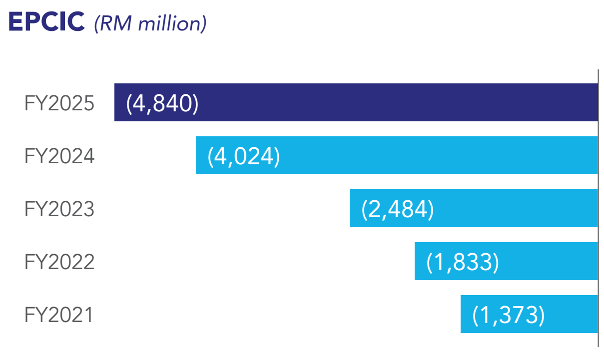


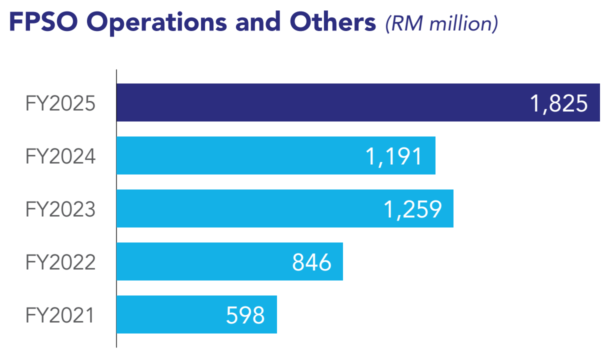
* *FY2022 and FY2021 adjusted to reflect the bonus issue of 1 bonus share for every 1 existing ordinary share which was completed on 13 April 2022, the bonus element of the rights issue of 2 rights shares for every 5 existing ordinary shares which was completed on 28 June 2022, and distributions declared to holders of perpetual securities in determining the profits attributable to ordinary equity shareholders.*

It is the Group's strategy to invite strategic partners to participate in our projects to optimise our portfolio mix and maximise shareholder value. Thus, shareholders should refer to PATAMI to assess the profit attributable to them.

PATAMI increased to RM1.2 billion in FY2025, primarily due to the positive contributions arising from the change in tax basis for the Offshore Production operations in the Netherlands and other factors discussed earlier. This was partially offset by higher finance costs of RM773 million arising from higher drawdowns of the Group's financing facilities to support project execution and certain fair value losses recorded for the Green Technologies segment (refer to Note 47(a) to the Financial Statements for further details). The Group's Basic EPS, computed based on PATAMI, reflected similar trends.

Cash flows and liquidity





EPCIC cash flows from operating activities

During the conversion period prior to lease commencement, EPCIC business activities do not generate cash for the Group, except when our clients provide advance payments for the FPSO conversion or when timing differences arise in payments to vendors.

In FY2025, the EPCIC net operating cash outflow primarily represents our continued investment into the conversion of FPSO Maria Quitéria, FPSO Atlanta and Agogo FPSO, with costs incurred aligning with our expectations. These investments will be recovered through the bareboat charter payments received during the operations phase.

Non-EPCIC cash flows from operating activities

Yinson's order book stands at RM94.1 billion for the next 25 years, ensuring a stable revenue outlook and reinforcing our confidence in comfortably meeting our operational needs.

The Group's business model, centred on generating stable recurring income through asset-leasing contracts, is reflected in the steady growth of our non-EPCIC activities' cash flows from operations over the past years. In FY2025, net cash flows generated from operating activities from our operational assets was RM1.8 billion, a 53% increase from the previous year. Looking back over 3-year time horizon, Yinson's operating cash flows from our operational assets have more than doubled since FY2022.

Cash flows from investing and financing activities

During FY2025, cash flows generated from financing activities, primarily through drawdown of loans and borrowings, were used to fund project execution and investing activities, as presented in the Statements of Cash Flows. This aligns with the Group's strategy to diversify its asset portfolio by developing new businesses.

Statements of Cash Flows, pg 166.

The Group continues to optimise our capital structure by seeking alternative sources of funding and reprofiling our debts. During the year, we refinanced FPSO Anna Nery's mini-perm with the USD 1.035 billion project bond and secured a USD 1 billion structured equity deal with a consortium of international investors. These efforts will free up cash flows for dividends and share buy-backs, reflected in the Group's total dividends of 4 sen per share for FY2025 – 1 sen higher than the previous financial year.

Highlight: USD 1 billion investment from ADIA, BCI and RRJ Group, pg 26.

As at 31 January 2025, the Group's total undrawn borrowing facilities was RM3.2 billion, excluding RM1.2 billion available room in our perpetual securities programmes. These facilities comprise RM3.0 billion in project financing term loans and RM224 million in revolving credit facilities, supporting ongoing and new FPSO projects, and the expansion of our renewables and green technologies businesses.

With our strong order book and the continued availability of these borrowing facilities and perpetual securities, the Group is confident that it has sufficient liquidity to meet its liabilities in the foreseeable future.

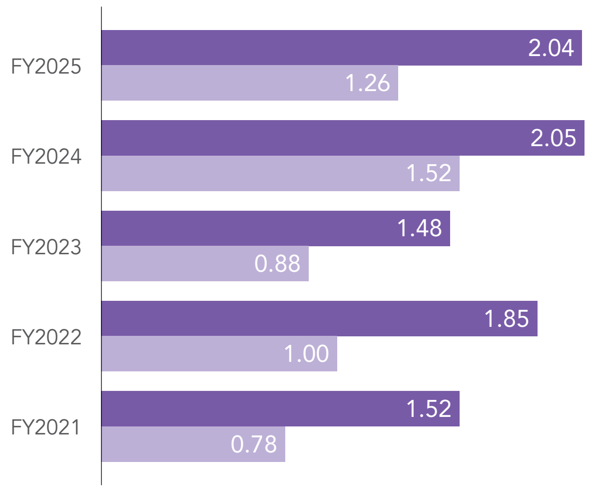
Liquidity ratios

The Group's current ratio increased from 1.05 times to 1.58 times, mainly due to improved cash flows from our operational assets and lower payables and project cost accruals to fund EPCIC business activities in FY2025 as FPSO Maria Quitéria and FPSO Atlanta achieved first oil on 15 October 2024 and 31 December 2024 respectively.

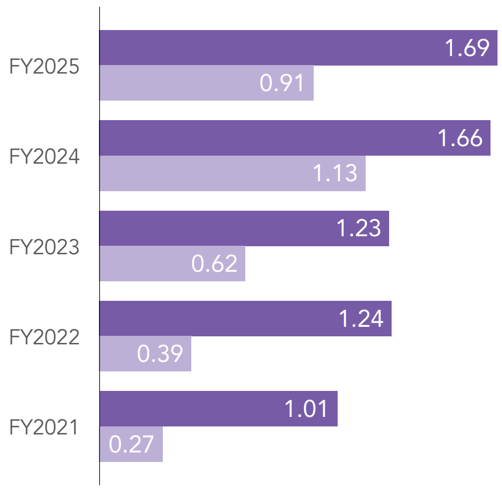
Financing activities

Leverage indicators

Gross gearing *(times)*



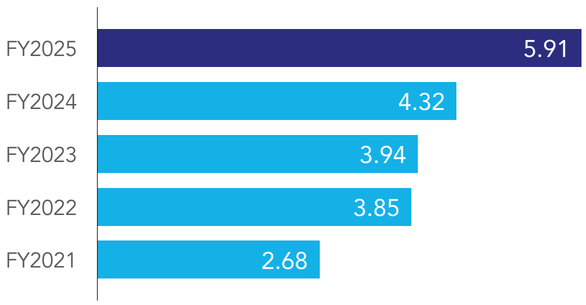
Net gearing *(times)*



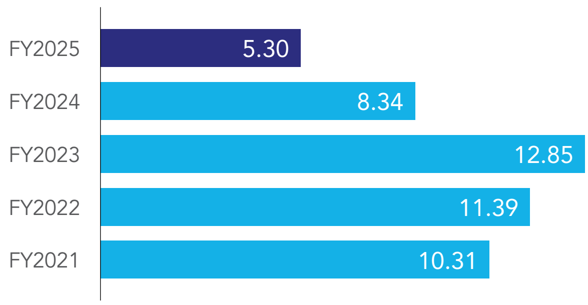
■ Based on total loans and borrowings.

■ Based on total loans and borrowings less non-recourse project financing loans.

Adjusted Net Debt/Adjusted Core EBITDA *(times)*



Order book to Net Debt* *(times)*



* *Order book and net debt related to assets owned through joint venture arrangements are included based on Yinson's ownership interest in those assets.*

The Group uses Net Gearing – calculated as 'Total Loans and Borrowings' less 'Cash and Bank Balances plus Liquid Investments' divided by 'Total Equity' – as a key indicator to manage our operational funding structure. The ratio increased to 1.69 times in the current financial year, up from 1.66 times in FY2024. This increase was due to higher leverage on additional loans drawn down to fund project execution, offset by the Group's strong total equity position of RM7.9 billion.

The construction of our assets is fully funded, with no bullet debt repayments due until FY2029. Ample liquidity generated during the contracted lifecycle of our assets ensures the ability to service our debts.

As at 31 January 2025, RM9.3 billion of total loans and borrowings are project financing loans for FPSO John Agyekum Kufuor, FPSO Helang, FPSO Maria Quitéria, Agogo FPSO, Rising Bhadla 1 & 2 Solar Parks, Nokh Solar Park and Matarani Solar Park. These loans are structured for repayment over the course of the assets' contracted periods. The project bond for FPSO Anna Nery was de-consolidated from the Group's balance sheet as at 31 January 2025 (refer to Note 48(a) to the Financial Statements for further details).

Key features of Yinson's project financings are as below:
- Project financing loans become non-recourse to Yinson once operational, with Yinson's guarantee released. This reduces the liquidity risk associated with these loans.
- Once non-recourse, lenders are entitled to repayments only from cash flows generated by the financed projects, and not from other Yinson assets.
- Project financing loans for FPSO John Agyekum Kufuor, FPSO Helang, Rising Bhadla 1 & 2 Solar Parks, Nokh Solar Park and the project bond for FPSO Anna Nery are non-recourse. The project financing loan for FPSO Maria Quitéria became non-recourse on 29 April 2025.

To assess the Group's ability to repay its loans and borrowings, the Group refers to the Adjusted Net Debt/Adjusted Core EBITDA ratio and Order book to Net Debt ratio:
- The Adjusted Net Debt/Adjusted Core EBITDA ratio indicates the number of years' profits required to cover outstanding loans and borrowings. FY2025's ratio increased to 5.91 from 4.32 times in FY2024, as we had three major projects under construction in the current financial year. This temporary elevation is expected during the construction phase as operations have not yet commenced, but loans are being drawn to finance the construction.
- The Order book to Net Debt ratio indicates the Group's ability to service our debt using operational cash inflows. The ratio decreased to 5.30 times in FY2025, compared to 8.34 times in FY2024, reflecting increased borrowings to fund project execution.

The movements in the above-mentioned ratios are manageable, as project financing loan repayments are scheduled to begin only after first oil. As the Group grows, we remain committed to optimising our financing strategy, maintaining a balance of funding from debt and equity markets to support future projects.

IN THE BUSINESS OF BUILDING BUSINESSES

Yinson is dedicated to creating value, with a proven track record in seeding, nurturing and scaling business ventures. Over the years, we have significantly increased the value of many of these ventures.

An example is the sale of our offshore marine business, Regulus Offshore, to LFG, completed in January 2025. Starting with a single offshore support vessel in 2011, we divested the business for RM160 million, in exchange for new LFG shares. The transaction gives Yinson a minority stake and the right to a board seat in LFG, allowing continued participation to ride the strong demand cycle in the offshore support vessel ("OSV") market, while focusing on our core energy infrastructure businesses.

Another highlight is Yinson Production, which secured a USD 1 billion investment at a post-money valuation of USD 3.7 billion – one of Southeast Asia's largest structured equity deals. Since entering offshore production in 2011 and acquiring Fred. Olsen Production AS in 2013, we have scaled Yinson Production into the world's second-largest FPSO operator by order book.

Our newer businesses are also growing. Since its inception four years ago, Yinson Renewables now has solar parks in India and Peru with over 1 GW of operational and ready-to-build today. Similarly, chargEV, our charging infrastructure business, has received validation in the form of an investment by Khazanah Nasional. Consequently, our pay-per-use revenue has increased fivefold as of December 2024, and our charging sessions have doubled compared to the same period in the previous year.

UNLOCKING VALUE THROUGH YINSON'S LARGEST EQUITY RAISE

To continue to grow Yinson Production to facilitate our energy transition, a significant equity raise was necessary. To this end, Yinson Production secured a USD 1 billion investment through the issuance of RCPS and warrants from a consortium of blue-chip strategic investors, with the option to upsize to USD 1.5 billion within 24 months. These like-minded investors bring a deep understanding of infrastructure assets. In addition, this transaction helps to open access to the global capital pool, including Gulf Cooperation Council and North America.

The proceeds from the transaction are primarily supporting Yinson Production's further growth to capitalise on the strong FPSO market, while USD 200 million is directed towards expanding the Group's renewables and green technologies businesses, as well as distributions to shareholders through share buy-backs and/or dividends.

The transaction's post-money valuation of USD 3.7 billion for Yinson Production represents a massive uplift in value – more than double the Group's current market capitalisation. At the time of announcement, the transaction implied a 7.1 times trailing 12M-EV/EBITDA vs peers' average of 6.5 times.

The transaction was structured such that Yinson Production becomes self-funding for growth, eliminating the need for further cash calls from YHB shareholders. Shareholders benefit from improved dividends and share buy-backs, alongside operational growth in Yinson Production. Furthermore, there is no immediate dilution for YHB. Even in a post-conversion scenario, it is expected that YHB would retain the majority of an enlarged Yinson Production, which is well positioned to be the top FPSO operator globally.

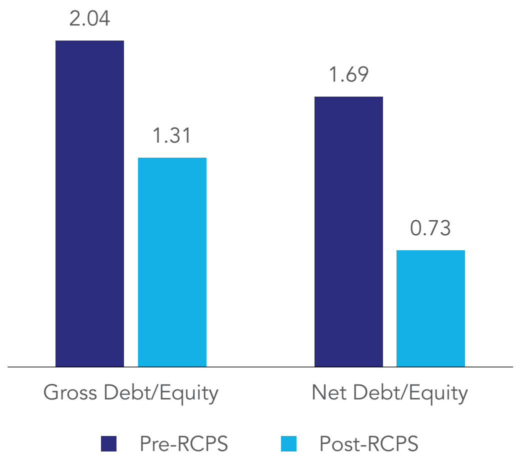
SPURRING GROWTH ON A MUCH STRONGER CAPITAL STRUCTURE

With the infusion of new capital, Yinson Production is positioned for substantial growth in the near- to mid-term, driven by a buoyant FPSO market, our dominant position in the mid-sized FPSO segment, and the strength of our platform and management team. The first oil milestones for FPSO Maria Quitéria and FPSO Atlanta in 2024 have further cemented our track record and boosted market confidence in our capabilities. We target to significantly lift Yinson Production's Adjusted Enterprise Reporting EBITDA within the next five years, supported by measures to accelerate growth, strengthen the balance sheet, and enhance equity returns.

Market landscape, pg 42; Yinson Production Review, pg 58.

The transaction will significantly deleverage Yinson Production, providing more financial flexibility to pursue projects aligned with our strategy. Following the issuance, YHB's gearing ratios are expected to be halved, as illustrated below.

Debt to equity/gearing (illustrative)



In the past five years, we focused on delivering our projects and reducing execution risks and thereby did not take on major new projects. With most of our FPSOs delivered, and new growth capital incoming, we are now in a period of consolidation to ensure we put the right capital structure in place for our next phase of growth.

In managing liquidity, we are strategically reprofiling our debt repayments to optimise debt maturity over the next five years through 2029, including plans to refinance FPSO Maria Quitéria. We are also fostering stronger strategic partnerships with capital providers through a range of offerings from our capital stack – from secured debt, junior financing and minority equity interests at the asset level to corporate debt and perpetual securities, mezzanine financing and equity at both platforms and Group-level.

BUILDING OUR NEXT ENGINE OF GROWTH

In line with our strategic plans, our most mature and independent business, Yinson Production, has unlocked significant value, allowing it to be self-funding for growth moving forward. It was with this far-sighted outcome in mind that we diversified into renewables and green technologies five years ago. Both these businesses have gained sizeable traction since their respective start-ups, and we regard them as the Group's second engines of growth.

Renewables is the lowest-cost source of new electricity generation, and electrification of transportation is central to global decarbonisation strategies. Consequently, the opportunities to participate in this space, and lead it, are solid.

Market landscape - Yinson Renewables, pg 43;
Market landscape - Yinson GreenTech, pg 44.

However, the energy transition faces rising costs, technological complexities, and broader systemic challenges. Achieving a holistic transformation requires strategic capital deployment, improved business processes, regulatory adjustments, and sustained political and public support in the face of competing economic and societal priorities.

Acknowledging these fluctuating market factors, we are growing our renewables and green technologies businesses in a measured manner, ensuring a balanced approach to risk and opportunity, while steadfastly supporting the energy transition in an inclusive way.

To this end, Yinson Renewables adapted its strategy this year by supplementing its pipeline with selected mergers & acquisitions ("M&A") activity to facilitate more predictable near-term cash flows. Yinson GreenTech also took bold steps to restructure itself to focus on core areas and cut out redundancies.

Yinson Renewables Review, pg 66;
Yinson GreenTech Review, pg 70.

CLOSING REMARKS

In today's ever-changing business environment, adaptability and decisiveness are essential to our success. Yinson remains steadfast in refining our strategies to address evolving risks and opportunities while staying true to our commitment to ensuring energy security for countries and communities.

This commitment drives our balanced approach to growth – combining innovation and disruption with sound governance and data-driven decision-making. We are confident that these strategic choices will enable us to effectively manage key risks while focusing on the most promising opportunities.