

Corporate Presentation

October 2021



Disclaimer

This document may contain projections, estimates, forecasts, targets, opinions, prospects, results, returns and forward-looking statements (“forward-looking statements”) with respect to Yinson Holdings Berhad (“Yinson” or the “Group”) future performance, position and financial results. Examples of forward-looking statements include statements made or implied about the Group’s strategy, estimates of sales growth, financial results, cost savings and future developments in its existing business as well as the impact of future acquisitions and the Group’s financial position.

Forward-looking statements are based on current expectations, estimates and projections of Yinson and information currently available to the company. Any forward-looking statements involve material assumptions and subjective judgments which may or may not prove to be correct and there can be no assurance that any of the matters set out in forward looking statements will actually occur or will be realized or are complete or accurate. The assumptions may prove to be incorrect and involve known and unknown risks, uncertainties, contingencies and other important factors, many of which are outside the control of Yinson or the Group. These factors include, but not limited to, macro-economic, market and business trends and conditions, (low-cost) competition, legal claims, the ability to protect intellectual property, changes in legislation, changes in exchange and interest rates, changes in tax rates, pension costs, raw material and energy prices, employee costs, the implementation of the Group’s strategy, the Group’s ability to identify and complete acquisitions and to successfully integrate acquired companies, the Group’s ability to realise planned disposals, savings, restructuring or benefits, the Group’s ability to identify, develop and successfully commercialise new products, markets or technologies, economic and/or political changes and other developments in countries and markets in which Yinson operates.

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The material contained in this document may include information derived from publicly available sources that have not been independently verified. Certain information in this presentation is based on management estimates. Such estimates have been made in good faith and represent the current beliefs of members of management. Those management members believe that such estimates are founded on reasonable grounds. However, by their nature, estimates may not be correct or complete. Where this presentation quotes any information or statistics from any external source, it should not be interpreted that Yinson or the Group has adopted or endorsed such information or statistics as being accurate. No representation or warranty whatsoever, express or implied, is made as to the accuracy, completeness, consistency or the reliability of the information contained in this presentation and nothing contained in this presentation is, or should be relied upon as, a promise, warranty or representation.

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A more comprehensive discussion of the risk factors that may impact Yinson’s business can be found in the Group’s latest Annual Report, a of copy which can be found on the Group’s corporate website, www.yinson.com.

Yinson At A Glance



USD1.30 billion

Market capitalisation

(listed on Bursa Malaysia)



15 countries

Presence across
the globe



> USD10 billion

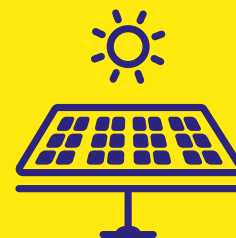
Contracted revenue



A1/ A+ ratings for
RAM and MARC

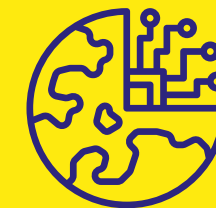


Independent FPSO
leasing company
globally



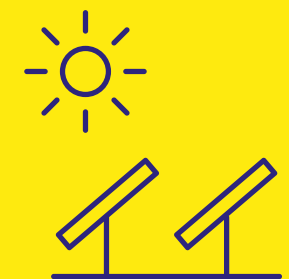
330MW

Renewable assets
operational and under
construction



**Green
Technologies**

Established in 2020



3000 – 5000MW

Renewables pipeline

Business Divisions

OFFSHORE PRODUCTION



RENEWABLES



GREEN TECHNOLOGIES

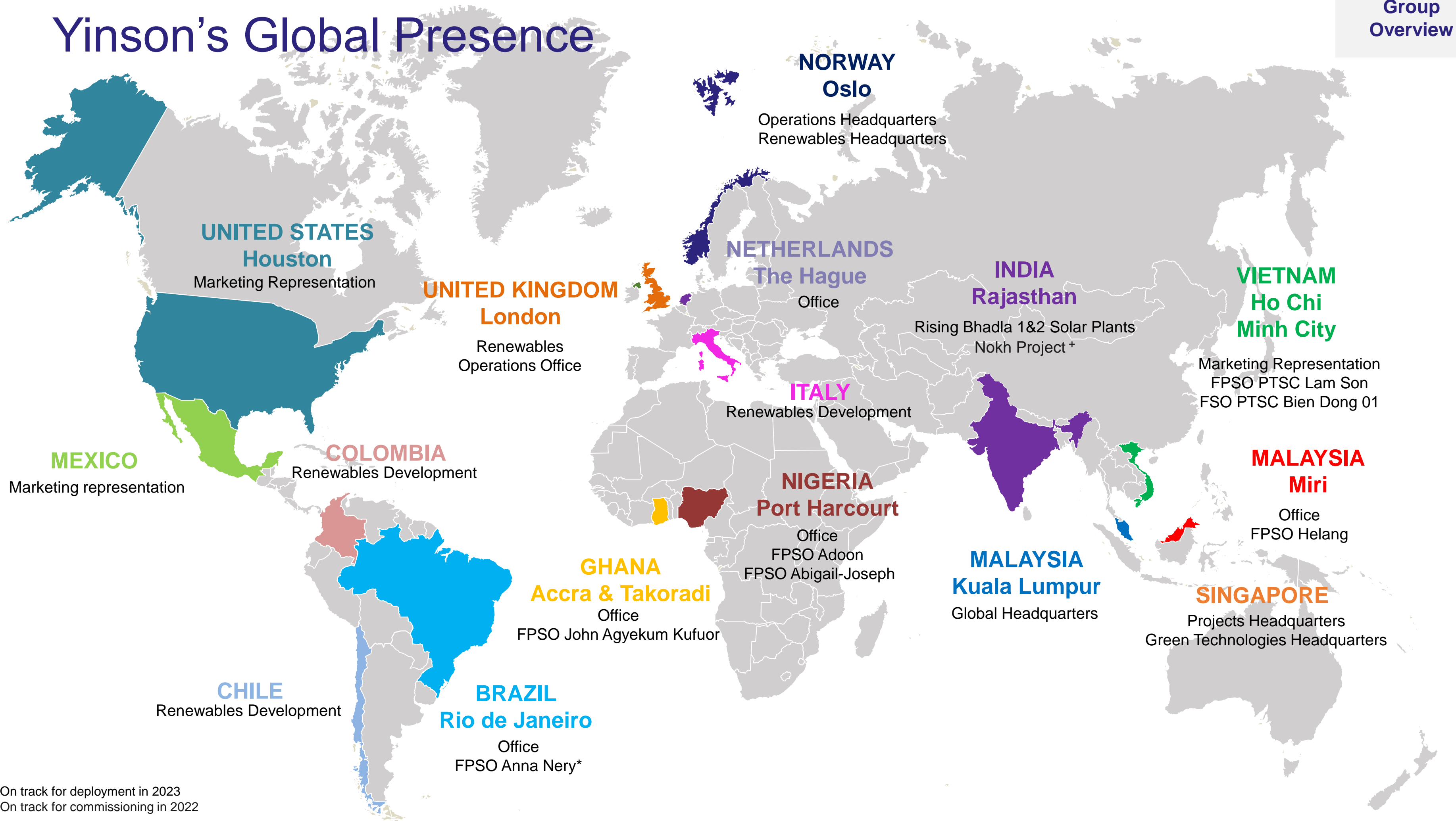


OFFSHORE MARINE



Yinson's Global Presence

Group
Overview



* On track for deployment in 2023
+ On track for commissioning in 2022

Our Transformation

1

1983 - 2010

TRANSPORT AND LOGISTICS

Began as a transport agency in Johor Bahru, Malaysia. Grew to become one of Malaysia's largest transport companies.

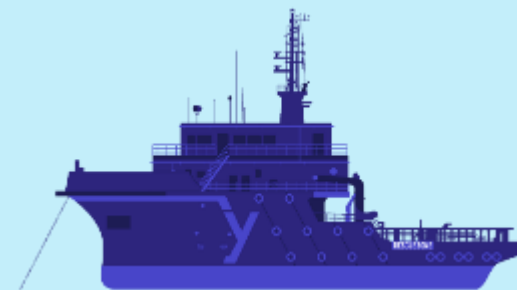


2

2011 - 2013

OFFSHORE PRODUCTION

Ventured into offshore production through joint venture with PTSC Vietnam to build an FPSO and FSO.

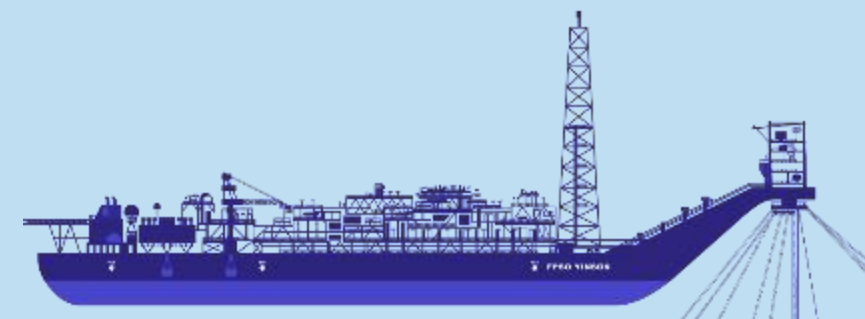


3

2014 - 2018

FULL SCALE EXECUTION AND SERVICE FPSO PROVIDER

Acquired Fred. Olsen Production ASA and divested non-O&G subsidiaries. Increased fleet size to become 6th largest independent FPSO leasing company globally.

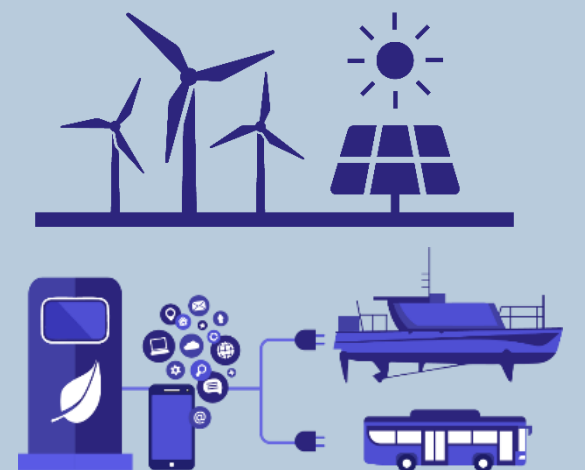


4

2019 TO PRESENT

ENERGY INFRASTRUCTURE AND TECHNOLOGY COMPANY

Established Renewables and Green Technologies Divisions. Ventured into new territories for Offshore Production. Established strategic collaborations for Offshore Marine.



OUR MISSION

Passionately delivering **powerful** solutions

OUR VISION

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



www.yinson.com



CORE VALUES

RELIABLE

We always deliver on our commitments

OPEN

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

ADAPTABLE

We understand our stakeholders and collaborate to realise our common goals

DECISIVE

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

SUSTAINABLE

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



Vision

Mission

Core Values

Yinson's Edge



Sustainability
commitment



Disciplined
business and
financial
management



Professional
and skilled
project
management



Industry-leading
operational
expertise



Strong business
and financial
partnerships



Agile and
innovative
mindset



Ability to attract
and retain top
talent

Our Strategy

BUSINESS

**OPERATIONALISE
ESG**

**FOREFRONT OF
INNOVATION AND
DISRUPTION**

CAPITAL

**CREATE SUSTAINABLE
SHAREHOLDER VALUE**

**TACTICAL
FINANCIAL
MANAGEMENT**

ORGANISATIONAL

**BUILD A
PLATFORM FOR
GROWTH**

**EMPOWER
INFORMED
DECISION-MAKING**



**Create
synergistic
value**



Divisions

Offshore Production

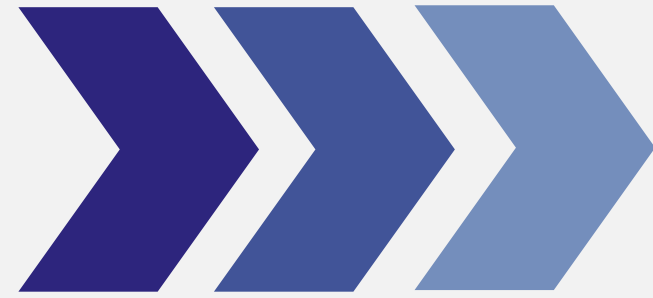
Renewables

Green Technologies

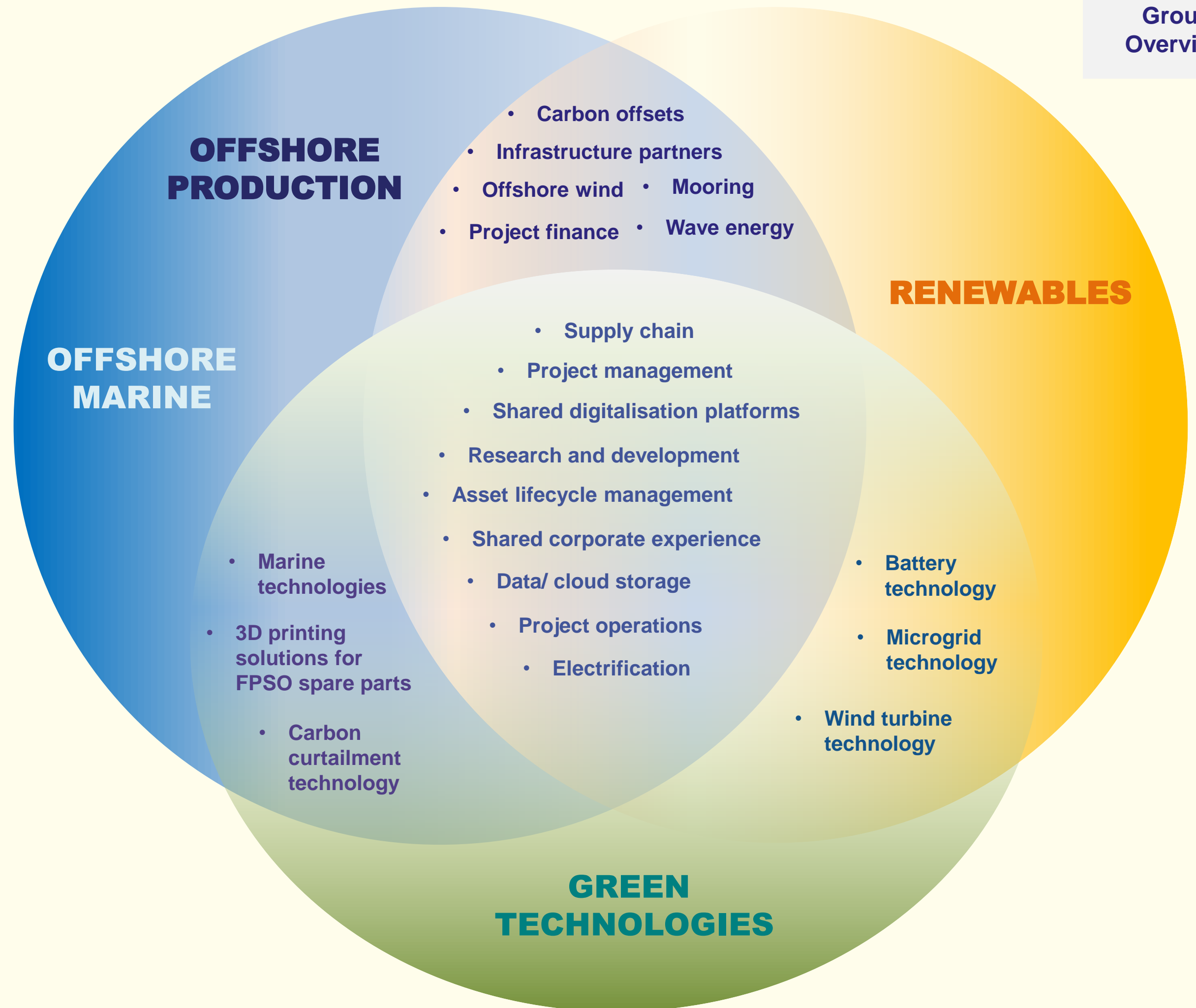
Offshore Marine

Strong supporting foundation – Corporate team and business units

Yinson's Strategic Framework and Edge



Potential synergies between Yinson's business divisions



Board Of Directors



Lim Han Weng
Group Executive Chairman



Lim Chern Yuan
Group CEO and Non-Independent
Executive Director



Dato' Mohamad Nasir bin
AB Latif
Independent
Non-Executive Director ▲



Bah Kim Lian
Non-Independent Executive
Director



Dato' Wee Hoe Soon @
Gooi Hoe Soon
Senior Independent
Non-Executive Director ▲



Datuk Abdullah
bin Karim
Independent Non-Executive
Director ▲



Raja Datuk Zaharaton
binti Raja Zainal Abidin
Independent
Non-Executive Director ▲



Lim Han Joeh
Non-Independent Non-Executive
Director



Rohaya binti
Mohammad Yusof
Non-Independent Non-Executive
Director

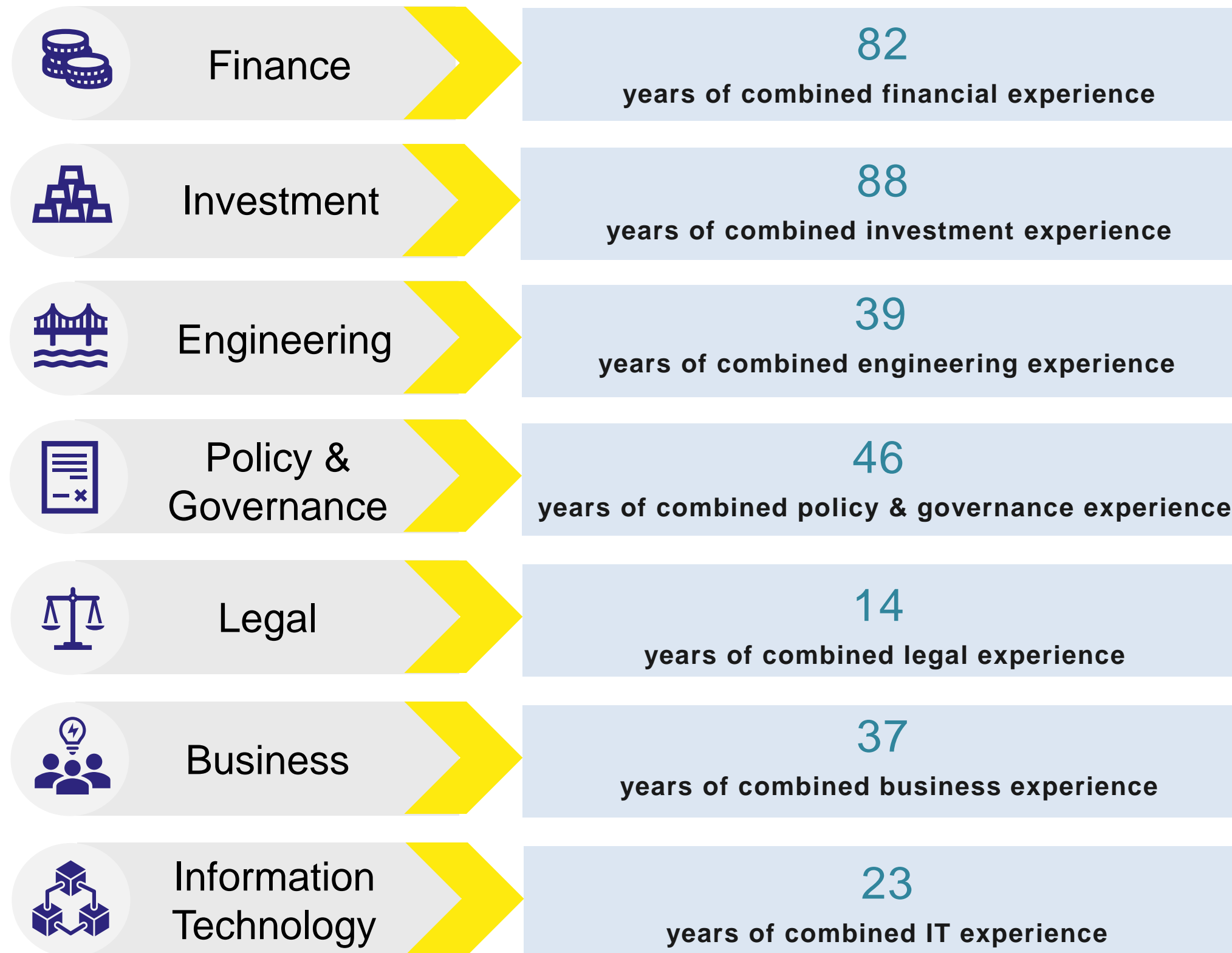


Sharifah Munira bt.
Syed Zaid Albar
Independent
Non-Executive Director ▲



Gregory Lee
Independent
Non-Executive Director ▲

Strong And Experienced Non-Executive Board Members



Dato' Wee Hoe Soon @ Gooi Hoe Soon	EPF investment panel member
	Director of Securities Commission
	Chairman of Perstima Berhad
	Chairman of Red Ideas Holdings Berhad
Dato' Mohamad Nasir bin AB Latif	Chairman of Investment Panel, KWAP
	Former Deputy Chief Executive Officer (Investment), EPF
Rohaya binti Mohammad Yusof	Chief Investment Officer, EPF
	Chairman of Institutional Investors Council Malaysia
Datuk Abdullah bin Karim	Former President/ CEO of Petronas Carigali
	Former Vice President and Venture Director of Domestic LNG projects, Petronas Carigali
Raja Datuk Zaharaton binti Raja Zainal Abidin	Former Director General of Economic Planning Unit
Sharifah Munira bt. Syed Zaid Albar	Legal and corporate experience in various industries
Lim Han Joeh	Executive Director, Yinson Corporation
Gregory Lee	Former President and CEO, Samsung Mobile and Samsung Electronics North America & Global Chief Marketing Officer Samsung Electronic

Senior Management



Lim Chern Yuan
Group CEO and
Executive Director



Daniel Bong
Group Chief Strategy Officer and
Head of Group Corporate Advisory



Eirik Barclay
Group Executive Vice President,
New Ventures and Technology



Andrew Choy
General Counsel, Group Legal



Guillaume Jest
Group Chief Financial Officer



Louisa Brady
Group HR Director



Flemming Grønnegaard
Chief Executive Officer,
Offshore Production



Rolf Marthin Normann
Chief Operations Officer,
Offshore Production



David Brunt
Chief Executive Officer,
Renewables



**Dato' Mohamed
Sabri Zain**
Chief Executive Officer,
Yinson Energy

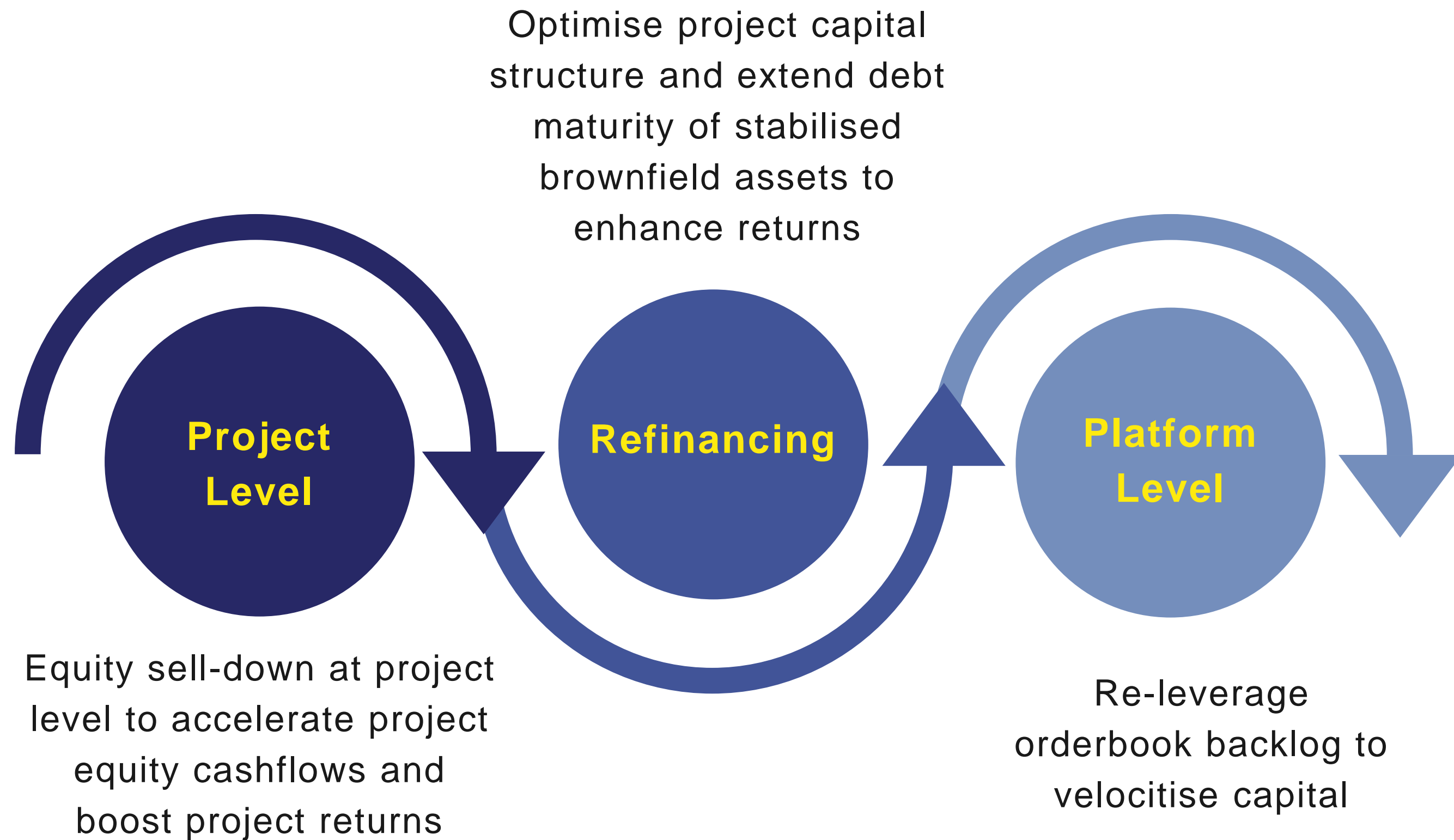


Lim Chern Wooi
Chief Executive Officer,
Offshore Marine

Latest Developments

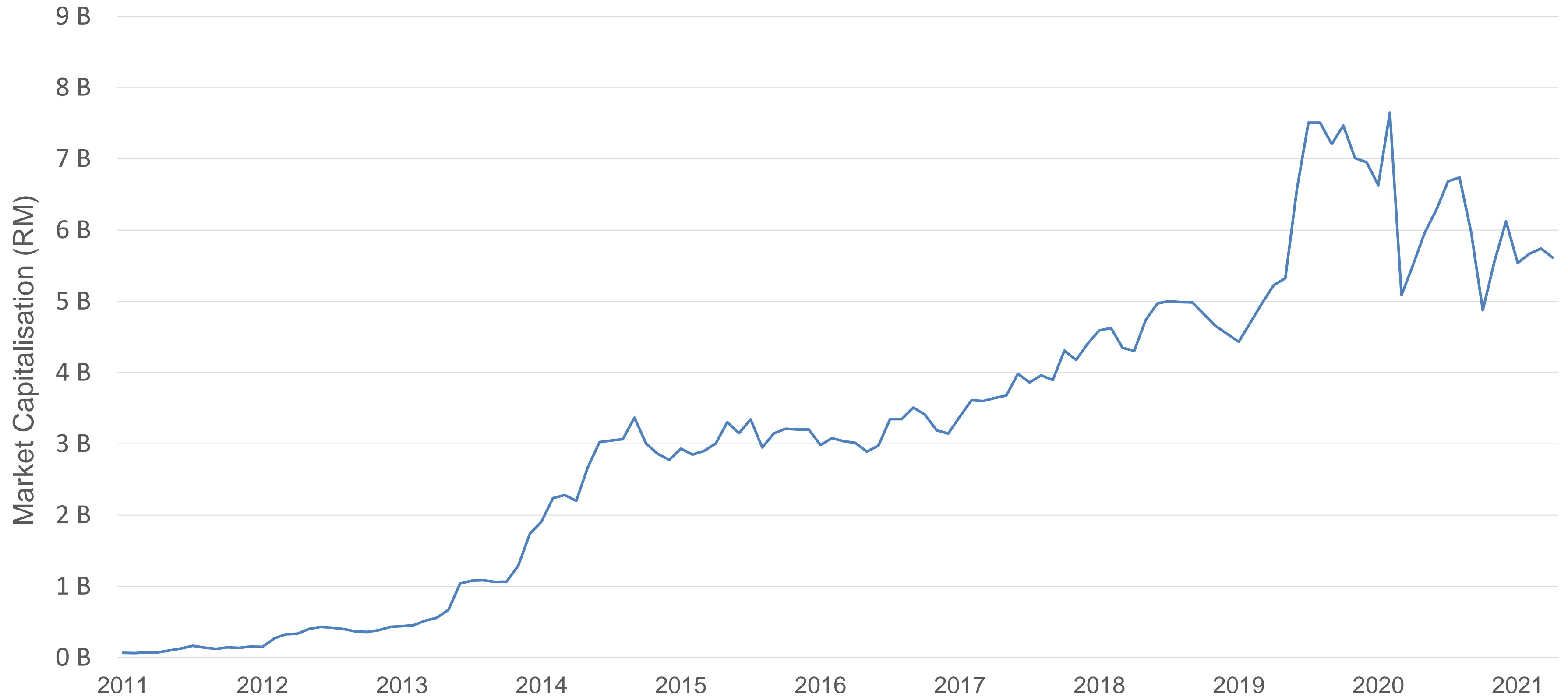
September 2021	August 2021		June 2021		April 2021
<ul style="list-style-type: none"> • 23rd Recognised at the Sustainability Business Awards 2020/21 	<ul style="list-style-type: none"> • 5th Won The Asset Triple A Awards 2021 for Best Green Financing in Malaysia 	<ul style="list-style-type: none"> • 16th Awarded grant to develop fully electric harbour craft solution in Singapore as part of the Goal Zero Consortium 	<ul style="list-style-type: none"> • 8th Co-invested with SMRT Ventures in autonomous vehicle start-up MooVita 	<ul style="list-style-type: none"> • 10th Received A1/ A+ ratings from RAM and MARC 	<ul style="list-style-type: none"> • 20th Unveiled concept model for Hydroglyder – a light harbour craft equipped with advanced hydrofoil technology
October 2021	<ul style="list-style-type: none"> • 9th Announced support for the Task Force on Climate-related Financial Disclosures 	<ul style="list-style-type: none"> • 23rd Recognised at MSWG-ASEAN Corporate Governance Awards 2020 	<ul style="list-style-type: none"> • 9th Awarded pre-FEED contracts by Total for FPSO projects in Angola and Suriname 	<ul style="list-style-type: none"> • 16th Invested in EV and battery swapping infrastructure start-up Oyika 	
<ul style="list-style-type: none"> • 6th Invested in marine battery solutions pioneer SPBES • 22nd Released Yinson's Climate Goals Roadmap • 26th Signed Term Sheet with GTMA (subsidiary of MGTC) for development of EV charging infrastructure in Malaysia 	<ul style="list-style-type: none"> • 11th Yinson-Sumitomo secures USD670 million mini perm financing for FPSO Anna Nery 	<ul style="list-style-type: none"> • 26th Announced collaboration with Plus Xenergy 	<ul style="list-style-type: none"> • 22nd Announced collaboration with Verano Capital to progress 800MW pipeline of solar projects in Latin America 		
	<ul style="list-style-type: none"> • 11th ESG Risk Rating from Sustainalytics achieves an improved score 	<ul style="list-style-type: none"> • 27th Signed MOU with Enauta for FPSO project in the Atlanta field, Brazil 	<ul style="list-style-type: none"> • 1st Recognised as 'Most Honored Company in 2021 All-Asia Executive Team Rankings • 15th Held fully Virtual 28th General Meeting 	<ul style="list-style-type: none"> • 30th Extension of bareboat charter contract for FPSO PTSC Lam Son until 30 June 2022 	
					May 2021
					<ul style="list-style-type: none"> • 25th FPSO Anna Nery project exceeds 3 million-man hours without LTI

Capital Strategy



83.64x

Market capitalisation appreciation since Feb 2011



Historical Upstreaming From Yinson's Assets

Cash generated from Yinson's assets (2015 to present)

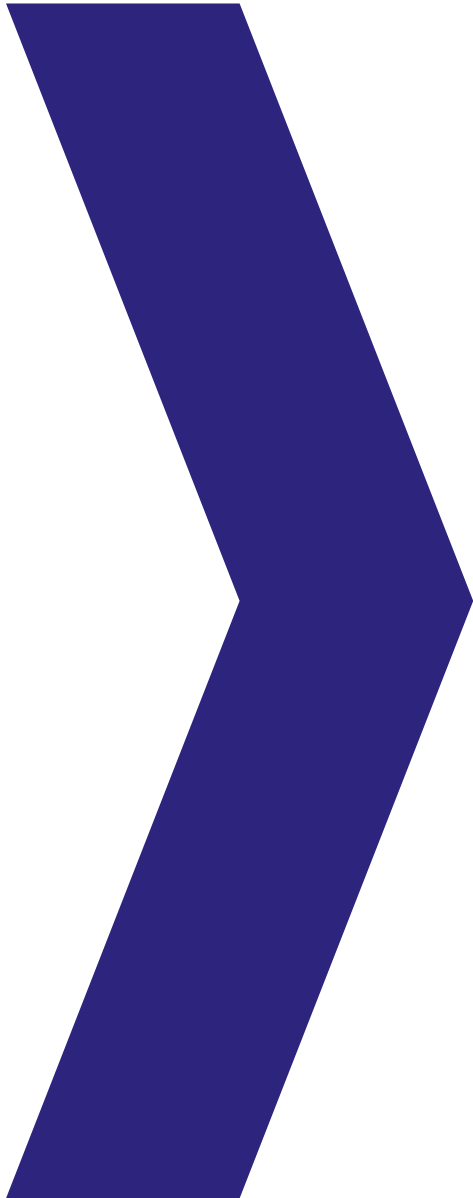
Dividends
USD182
million

**Divestment/
sale of
assets**
USD230
million

**Capital
reduction**
USD109
million

**Yinson's
portion of
free cash**
USD108
million

TOTAL: USD629 million



Equity required for
new projects
(2018 to present)

TOTAL: USD445 million

Financial Performance (Quarterly)

REVENUE

■ Q2 FYE2021 ■ Q2 FYE2022

↑ 53%

RM1,339
million

RM2,046
million

PATAMI

■ Q2 FYE2021 ■ Q2 FYE2022

↑ 62%

RM147
million

RM238
million

CORE PAT

■ Q2 FYE2021 ■ Q2 FYE2022

↑ 13%

RM265
million

RM299
million

ADJUSTED REVENUE

■ Q2 FYE2021 ■ Q2 FYE2022

↑ 52%

RM1,398
million

RM2,131
million

ADJUSTED CORE EBITDA

■ Q2 FYE2021 ■ Q2 FYE2022

↑ 19%

RM625
million

RM745
million

BASIC EARNINGS PER SHARE

■ Q2 FYE2021 ■ Q2 FYE2022

↑ 62%

13.8 sen

22.3 sen

Financial Performance (Quarterly)

(All figures in RM million, unless otherwise stated)

Capital
Strategy &
Financial
Performance

	Q2 FYE 2021	Q2 FYE 2022
Revenue	1,339	2,046
EBITDA	566	711
Profit After Tax	174	304
Total Assets	11,886 ⁴	13,662
Cash and Liquid Investments	2,050 ⁴	2,045
Total Borrowings	6,106 ⁴	7,147
Total Liabilities	7,860 ⁴	9,175
Total Equity	4,026 ⁴	4,487
Net Assets Per Share ¹ (RM)	3.7 ⁴	4.1
Basic EPS (sen)	8.5	22.3

	Q2 FYE 2021	Q2 FYE 2022
Adjusted Revenue ²	1,398	2,131
Adjusted Core EBITDA ²	625	745
Adjusted Core EBITDA Margin ²	44.7%	34.9%

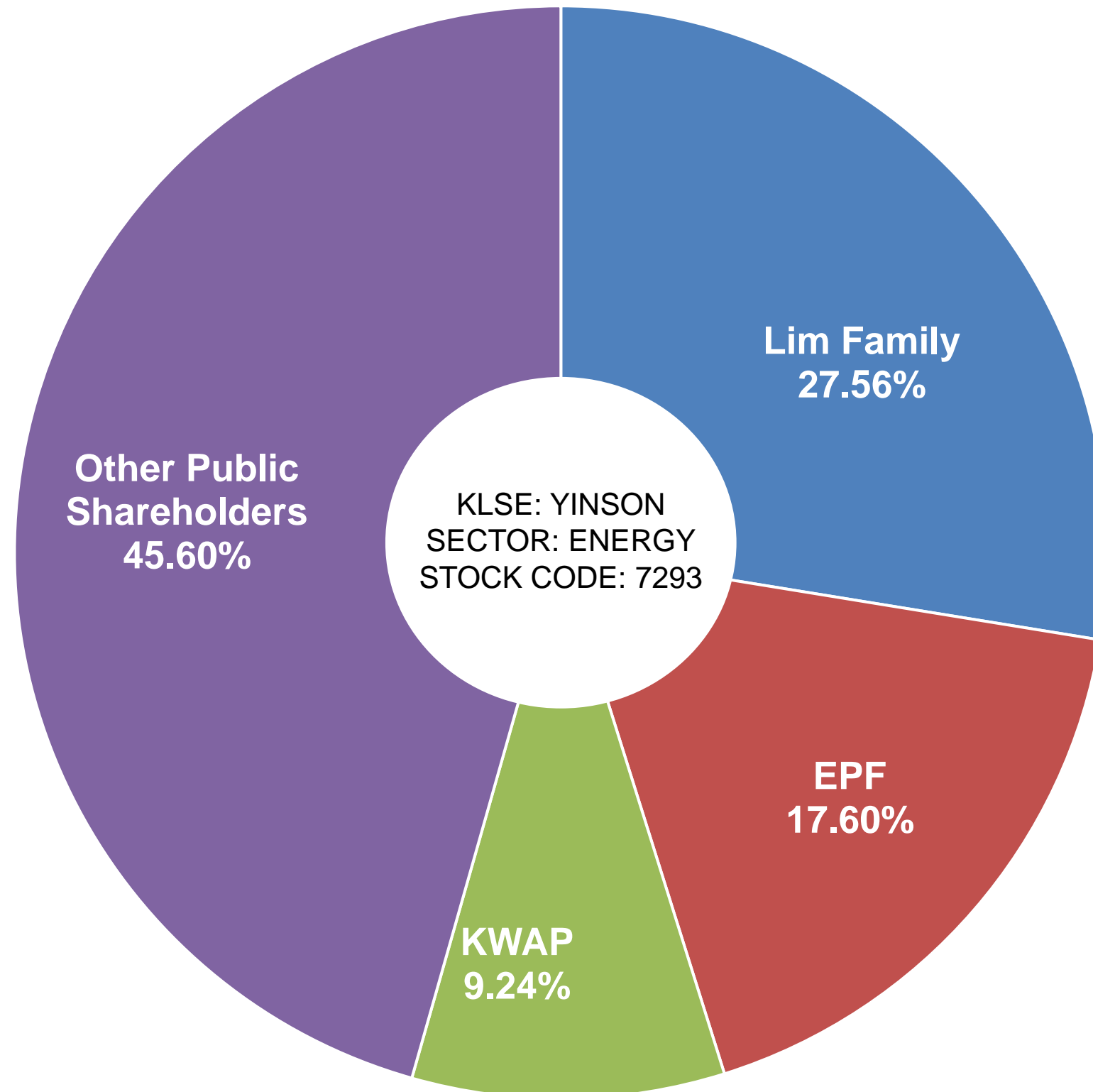
	FYE 2021	Q2 FYE 2022
Orderbook / Net Debt (times)	10.31	8.61
Adjusted Quick Ratio (times) ⁵	1.51	1.36
Gross Gearing (times)		
- Total borrowings	1.52	1.59
- Excluding non-recourse borrowings ³	0.78	0.64
Net Gearing (times)		
- Total borrowings	1.01	1.14
- Excluding non-recourse borrowings ³	0.27	0.18

Notes:

1. Computed based on number of ordinary shares issued as at financial period-/year-end.
2. Figures have been adjusted to include results from joint ventures and associates.
3. Computed based on total borrowings of the Group less non-recourse project financing loans.
4. Balances or ratios as at 31 January 2021.
5. Excluded the short-term bridge loan for FPSO Anna Nery as a 5-year USD670 million mini perm financing was secured to re-finance the existing short-term bridge loan.

Source: Company website at <https://www.yinson.com/financial-highlights/>

Strong And Supportive Shareholders



- Yinson's top three shareholders own 54.40% of stock
- Yinson's founder serves as Group Executive Chairman, while both EPF's Chief Investment Officer and KWAP's Chairman of the Investment Panel sit on Yinson's Board.
- The founding Lim family has subscribed to all rights issues raised. In 2015, EPF fully subscribed to Yinson's private placement of RM169.8 million.



Note:

1: According to the Record of Depositors as at 30 September 2021.

Yinson's Climate Goals

CARBON NEUTRAL BY 2030

NET ZERO BY 2050

Our commitments

CARBON NEUTRALITY



Measure and
verify GHG
emissions



Reduce
emissions



Utilise high-
quality offsets

NET ZERO



Nature-based/
technology-based
carbon removal



Zero/ low-
carbon
technologies



Paris Agreement-
aligned
operations

Three-pronged strategy framework



Carbon
Reduction

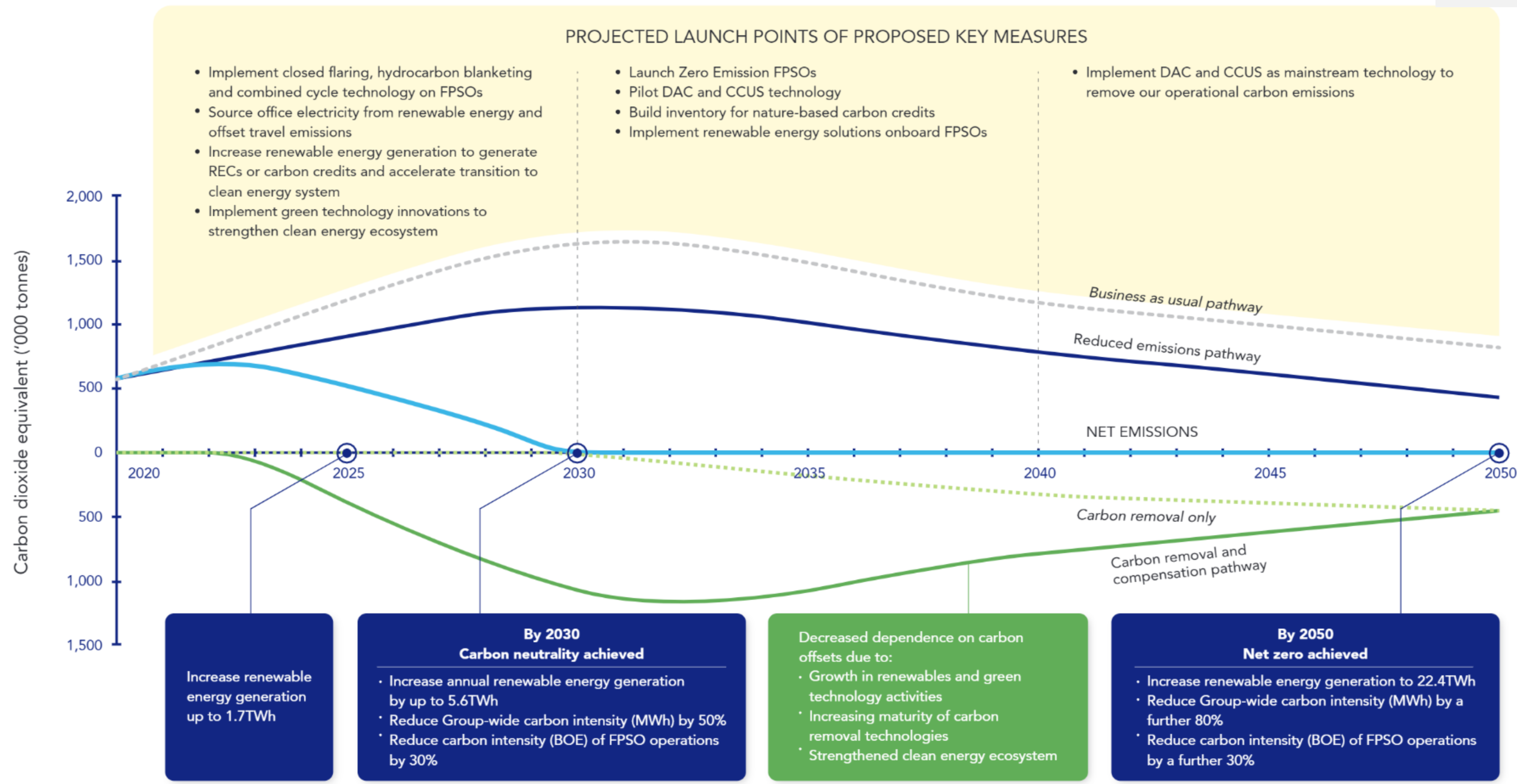


Carbon
Compensation



Carbon
Removal

YINSON'S CLIMATE GOALS ROADMAP



Recent Progress in ESG Excellence

Became TCFD Supporter

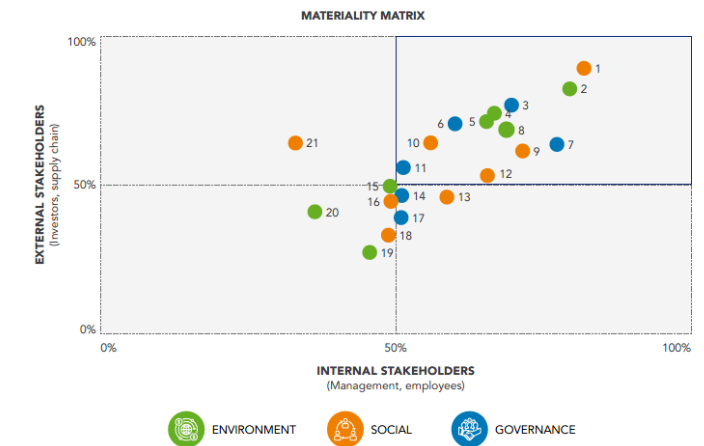


Improved ESG Risk Rating



Achieved: 21.7
Was: 29.7

Materiality Matrix update



Green financing recognition



The Asset Triple A Awards 2021 for
Best Green Financing in Malaysia

Sustainability recognition



Significant Achievement Award under
the Community Category

Climate-related enhancements



Ongoing initiative to improve internal
governance, strategy, risk management to better
capture climate-related risks and opportunities

Yinson is the among the top performers in ESG Risk Ratings as assessed by Sustainalytics

ESG Risk Rating

21.7

Updated Aug 3, 2021

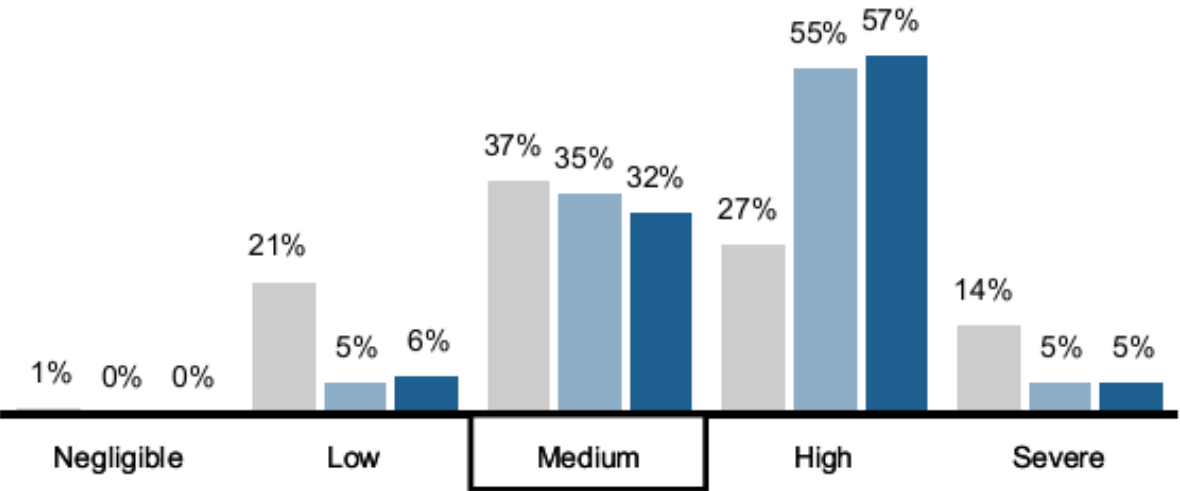
(from 29.7)
-7.9

Momentum

Medium Risk



ESG Risk Rating Distribution



ESG Risk Rating Ranking

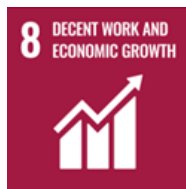
UNIVERSE	RANK		PERCENTILE	
	(1 st = lowest risk)		(1 st = lowest risk)	
Global Universe	3732/13573		28th	
Energy Services INDUSTRY	10/110		9th	
Oil & Gas Equipment SUBINDUSTRY	10/87		11th	

(Previous Risk Rating Ranking based on FY2019 Annual Report)

Rank (1 st = lowest risk)	Percentile (1 st = lowest risk)
6459 out of 12220	53rd
35 out of 146	24th
29 out of 116	25th



Yinson's Corporate Social Responsibility activities are a reflection of our commitments to seven United Nations Sustainable Development Goals



Yinson Scholars Programme



Off-grid rooftop solar system



Covid-19 Response: PPE Donation



Dive clean-up at Barracuda Point, Miri



Futurestars



Yinson Welding Training Centre



Nasal Therapy Equipment Donation



Sustainable Garden Project



University Scholarship Donations



ICT Literacy Improvement Initiative



Teach for Malaysia



School Furniture Donations



Covid-19 Response: Laptop Donation

Offshore Production Division

PURPOSE

To design, construct, and operate industry-leading production assets for the offshore oil and gas industry towards improving global access to stable and affordable energy.

STRATEGY

SHORT TO MEDIUM
TERM (1-5 YEARS)



Build sustainable project pipeline, including through mergers and acquisitions



Drive ESG initiatives towards reducing Group carbon intensity by 30% by 2030



Invest in asset lifecycle management via proactive digitalisation strategy



Enhance learning, leadership, safety and corporate culture

LONG TERM
(6-10 YEARS)



Continuous development of asset portfolio to create strong order book and stable cashflows



Optimise capital structure and expand liquidity pool to capture market opportunities



Continuously evaluate effectiveness of supply chain and project execution philosophy



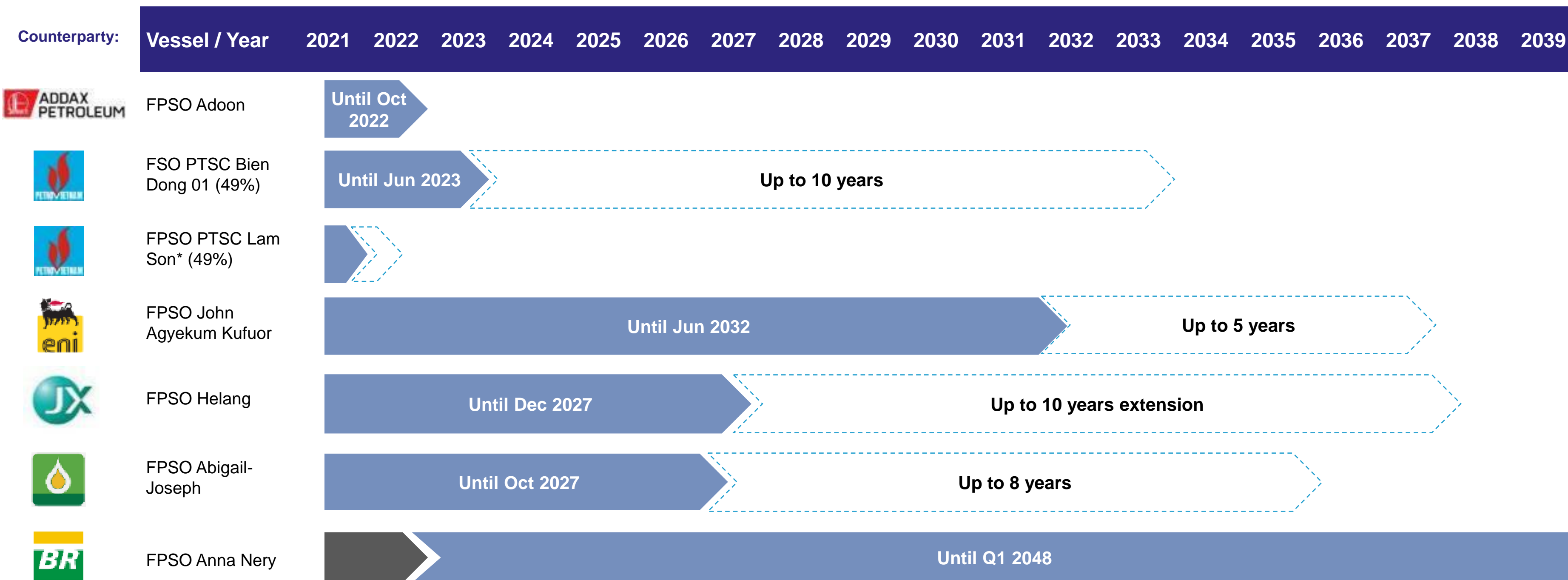
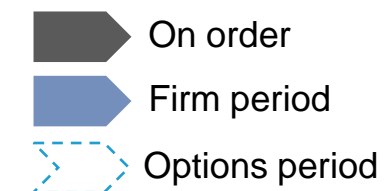
Offshore Production Assets, Track Record and Orderbook

Scan here to view



Long-Term Charter Contracts

Strong existing order book underpinned by long term contracts across FPSO & FSO units.
Orderbook over firm and option period ~USD 9.60 billion as of 30 September 2021.



*On 30 June 2021, PTSC AP entered into an addendum to the Bareboat Charter Contract with PTSC. The tenure of the BBC Charter Contract will be extended for a Firm Period of 6 months and Option Period of 6 months effective from 30 June 2021.

Strong Counterparties



- **A1** Moody's
- **A+** S&P and Fitch
- Addax Petroleum is a subsidiary of Sinopec



- **Baa1** Moody's
- **A-** S&P
- **A-** Fitch (long-term)
- Eni Ghana is a subsidiary of Eni SpA



- Recognised by the Federal Ministry of Petroleum Resources as 'Most Compliant Nigeria Content Oil Company'



- PTSC is a member of Vietnam Oil & Gas Group ("PVN")



- **Baa2** Moody's
- JX Nippon is a subsidiary of ENEOS Holdings



- **Ba1** Moody's
- **BB-** S&P and Fitch

Overview

Yinson specialises in the provision of integrated services for Floating, Production, Storage, Offloading (FPSO) and Floating, Storage and Offloading (FSO) units to meet the demands of the oil and gas industry.

We design and construct vessels, then lease them, while also providing operations and maintenance services.



Scan here to find out
'How an FPSO works' by taking a tour
onboard FPSO Abigail-Joseph



Industry-Leading Safety And Operational Performance

Offshore
Production
Division

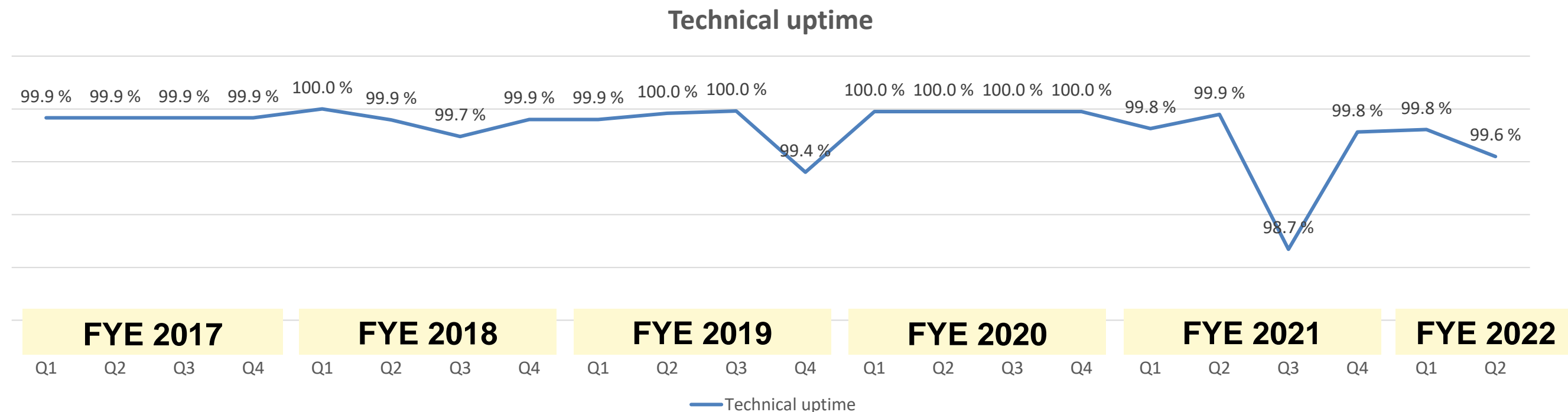
	FYE 2020	FYE 2021	Q2 FYE 2022
Fatalities	0	0	0
Lost Time Injury	3	0	0
Medical Treatment Case	3	1	0
Restricted Work Case	2	2	1
First Aid Case	3	2	0
Lost Time Injury Frequency (LTIF)	0.29	0.00	0.00
Total Recordable Injury Frequency (TRIF)	0.58	0.44	1.04

Safety performance
across Offshore
Production Division for
FYE 2022 (as at Q2)

LTIF: 0.00
TRIF: 1.04

Average 5-year
technical uptime

99.8%



Renewables Division

PURPOSE

To be a leading global developer and IPP, contributing to the global energy transition towards a sustainable energy system and delivering long term value to our stakeholders.

STRATEGY

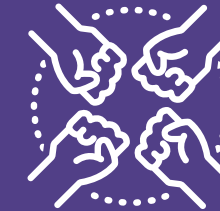
SHORT TO MEDIUM
TERM (1-5 YEARS)



Significant presence in 3 markets, 3GW pipeline by end 2022



Growth organically or through acquisitions, focusing on core markets



Build a lean and experienced team



Leverage internal local and global teams, invest in L&D

LONG TERM
(6-10 YEARS)



Operations in 5-7 markets, 5-10GW operating portfolio by 2029



Optimised operations through digitalisation and innovation



Efficient capital recycling through strong equity partnerships and refinancing

Strong contracted revenue underpinned by long-term contracts

Contracted revenues from power purchase agreements:

- Rising Bhadla 1 & 2 ~ **USD342 million (~INR25 billion)** as of 30 September 2021.
- Nokh ~ **USD370 million (~INR27 billion)** as of 30 September 2021.



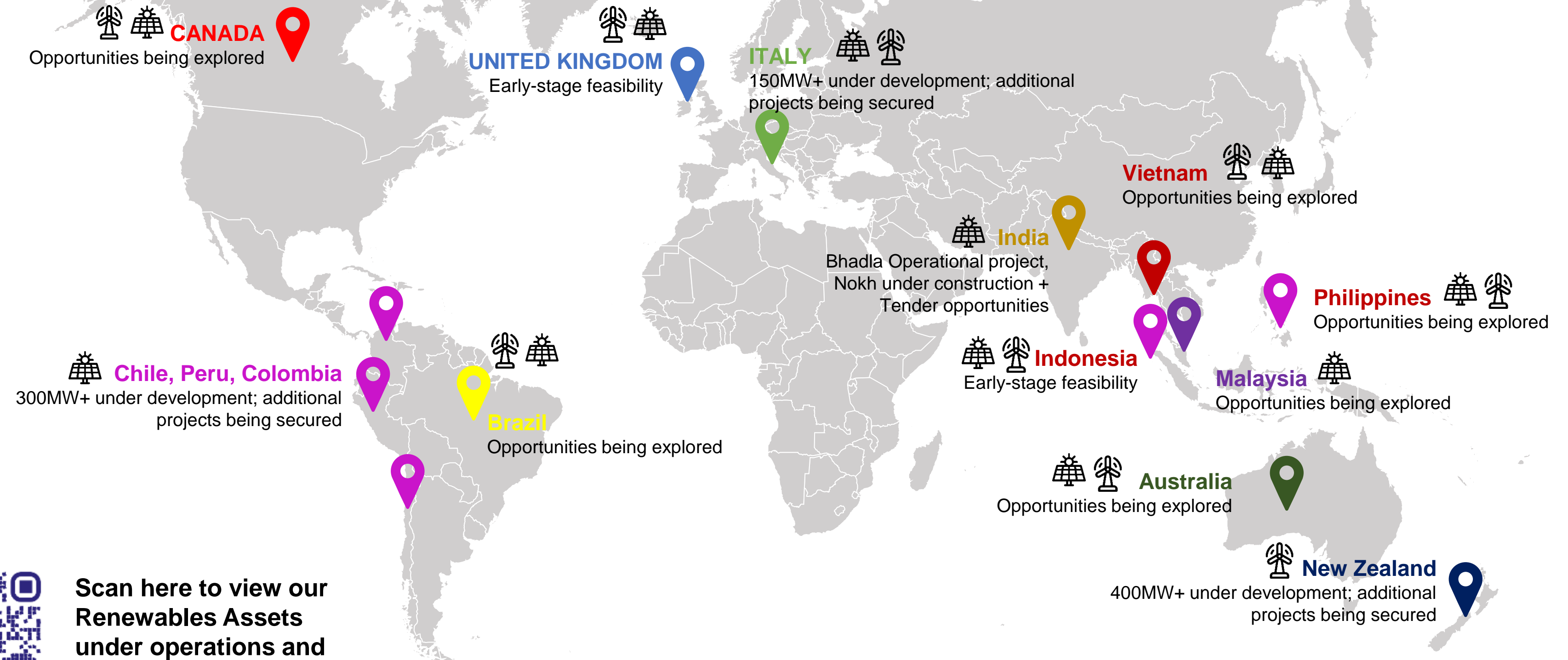
COUNTERPARTY



- India's largest power utility, majority owned by the Government of India
- Baa3 Moody's
- BBB- S&P and Fitch

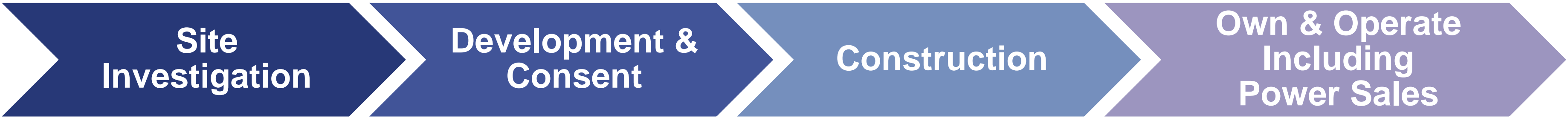
Renewables Global Pipeline Activity

Renewables
Division



Scan here to view our
Renewables Assets
under operations and
construction

Renewables Projects Pipeline



Timeline: 2 to 5 years

ITALY, NEW ZEALAND, CHILE, COLOMBIA Greenfield development	ITALY, NEW ZEALAND, CHILE, COLOMBIA 800MW wind and solar	INDIA 285 MWp (190MWac) solar plant under construction	INDIA Bhadla 175 MWp (140MWac) solar plant
GLOBAL* Greenfield development & M&A		INDIA Other auction opportunities	

Total installed capacity (MWp):

3000 – 5000MW

800MW

285+MW

175MW

*Global: Europe, Australia, Vietnam, Latin America

Green Technologies Division

PURPOSE

To build a profitable global business, which, through investments in green technologies, accelerates the transition to a net carbon-zero world.

STRATEGY

SHORT TO MEDIUM
TERM (1-5 YEARS)



Invest in strategic green tech companies to develop assets within the marine, mobility and energy segments



Relentlessly drive innovation, aligned with government incentives and global energy megatrends



Serve commercial and industrial customers supporting their own net zero ambitions

LONG TERM
(6-10 YEARS)



Work with like-minded partners to accelerate growth and attract investment capital



Establish Yinson as a recognized brand within net carbon-zero tech and businesses



Develop a net zero solutions platform capable of adapting to incorporate novel technologies

Business segments



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MARINE



MOBILITY



ENERGY

Technology segments



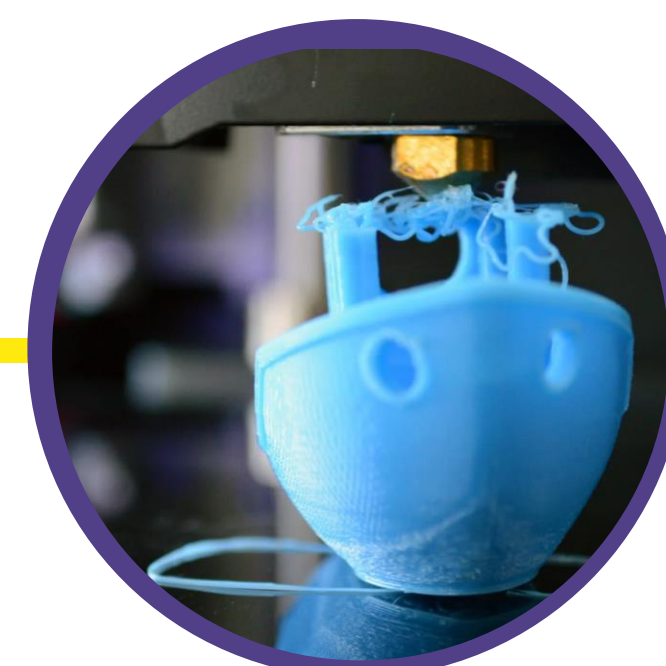
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**DIGITAL MARKETPLACE
PLATFORM**



**DIGITAL SERVICES FOR EV
CHARGING NETWORKS**



**3D PRINTING
SOLUTIONS**

Strategic Investments



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ADVANCED HYDROFOIL
SYSTEM FOR ELECTRIC
VESSELS



E-BIKE AND SWAPPABLE
BATTERIES



AUTONOMOUS SYSTEMS
FOR ELECTRIC VEHICLES



MARINE ENERGY
STORAGE SOLUTIONS

R&D Programs



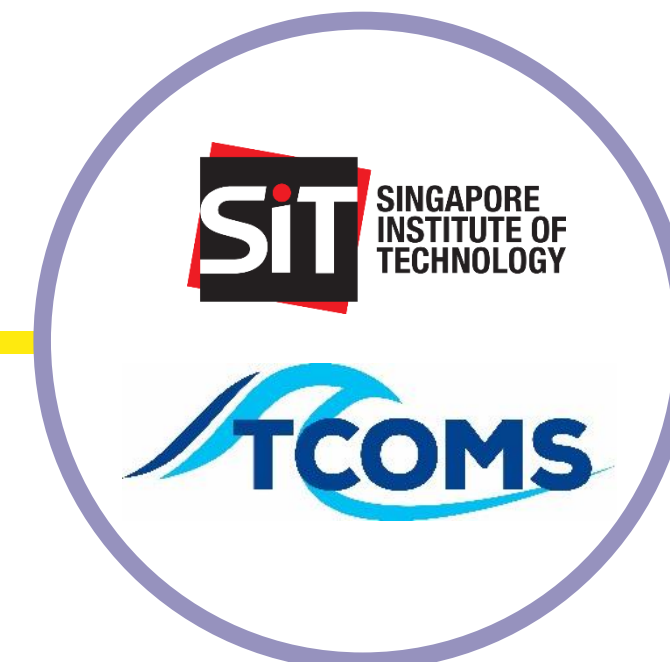
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**NUS – YGT Joint Program
(Autonomous Bus)**



**MPA – SMI Grant Call
(Electric Harbour Craft)**



**DIGITAL TWIN
(Electric Vessel)**

In Progress...



**AUTONOMOUS VEHICLES
(CERTIFICATION)**



**SANDBOX & TEST BED
(Electric Vehicles)**



**CYBERJAYA MALAYSIA
(Living Lab and Office)**

Offshore Marine Division

PURPOSE

To own, operate and charter a fleet of high performance OSVs to support services to the energy industry.

STRATEGY

SHORT TO MEDIUM
TERM (1-5 YEARS)



Achieve strong utilization rate through active client engagement



Adopt industry best practices to meet safety and operational targets



Streamline business and seek synergistic mergers for value creation

LONG TERM
(6-10 YEARS)



Establish industry-leading improvements in safety and performance processes



Execute synergistic mergers for overall value creation of the Group



Offshore Marine Assets

Scan here to
view our assets





Thank you

Brazil | Chile | Colombia | Ghana | India | Italy | Malaysia |
Mexico | Netherlands | Nigeria | Norway | Singapore |
UK | USA | Vietnam

www.yinson.com