

# Corporate Presentation

January 2022



## 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.

Yinson cautions readers that such forward-looking statements involve certain risks and uncertainties that are difficult to predict and therefore it should be understood that many factors can cause the Group's actual performance and position to differ materially from these statements. As a result, Yinson's actual future performance, position and /or financial results may differ materially from the plans, goals and expectations set forth in such forward-looking statements.

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.

In this document, certain financial data and measures are presented which are not calculated pursuant to any accounting standard or are based on information provided by specialized agencies or advisors and which are therefore alternative performance measures. These alternative performance measures are included to provide readers with further basis, along with standard accounting measures, for measuring the financial performance. Because of the discretion that the management has in defining and calculating these measures or the reliance placed by management on such information provided by those agencies or advisors, care should be taken in comparing these measures with similar measures used by other companies. Alternative performance measures have limitations as analytical tools, and readers should not consider them in isolation, or as a substitute for analysis of results as reported under statutory accounting standards, and readers should not place any undue reliance on the alternative performance measures. Yinson has no obligation to update the statements contained in this document, unless required by the relevant law and/or regulations. The English language version of this document is leading.

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 copy of which can be found on the Group's corporate website, [www.yinson.com](http://www.yinson.com).





# Yinson At A Glance



**USD1.54 billion**

Market capitalisation

(listed on Bursa Malaysia)



**15 countries**

Presence across  
the globe



**> USD16 billion**

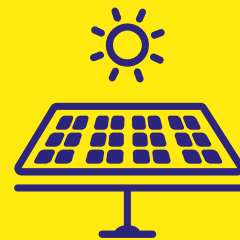
Contracted revenue



A1/ A+ ratings for  
RAM and MARC

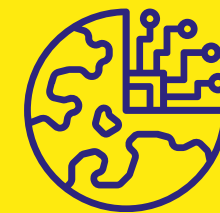


Independent FPSO  
leasing company  
globally



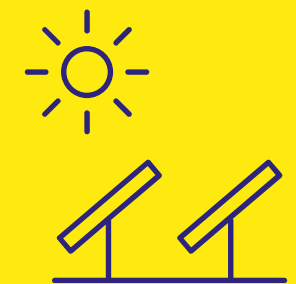
**330MW**

Renewable assets  
operational and under  
construction



**Green  
Technologies**

Established in 2020



**3000 – 5000MW**

Renewables pipeline



# Business Divisions

## OFFSHORE PRODUCTION



## RENEWABLES



## GREEN TECHNOLOGIES



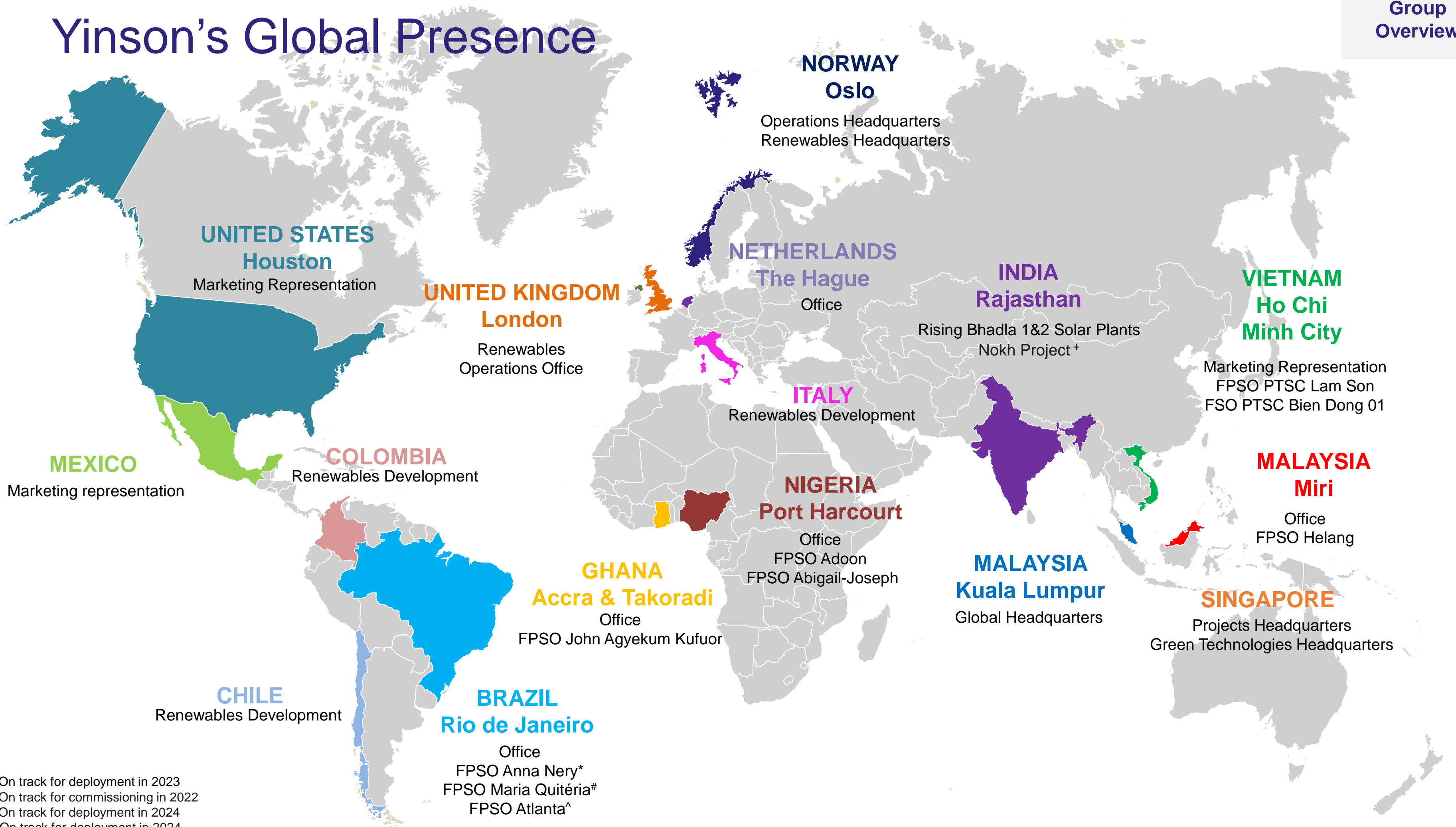
## OFFSHORE MARINE





# Yinson's Global Presence

Group  
Overview



\* On track for deployment in 2023  
+ On track for commissioning in 2022  
# On track for deployment in 2024  
^ On track for deployment in 2024



# 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.

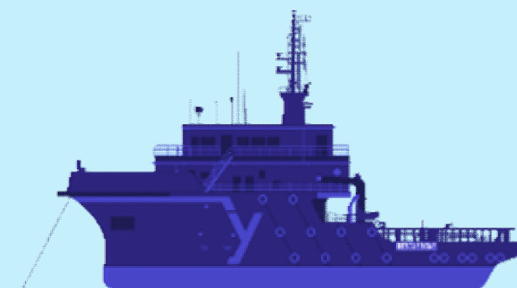


2

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.

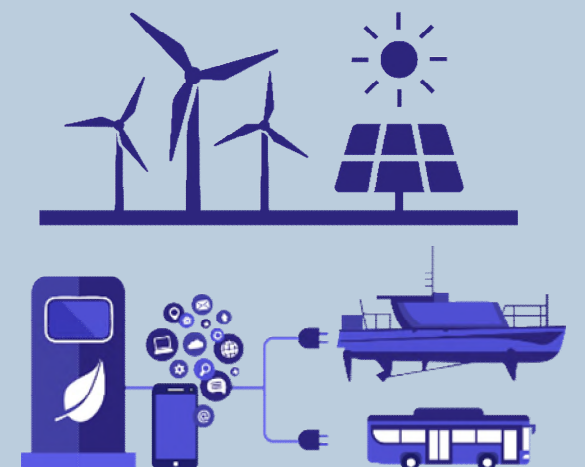


4

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](http://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

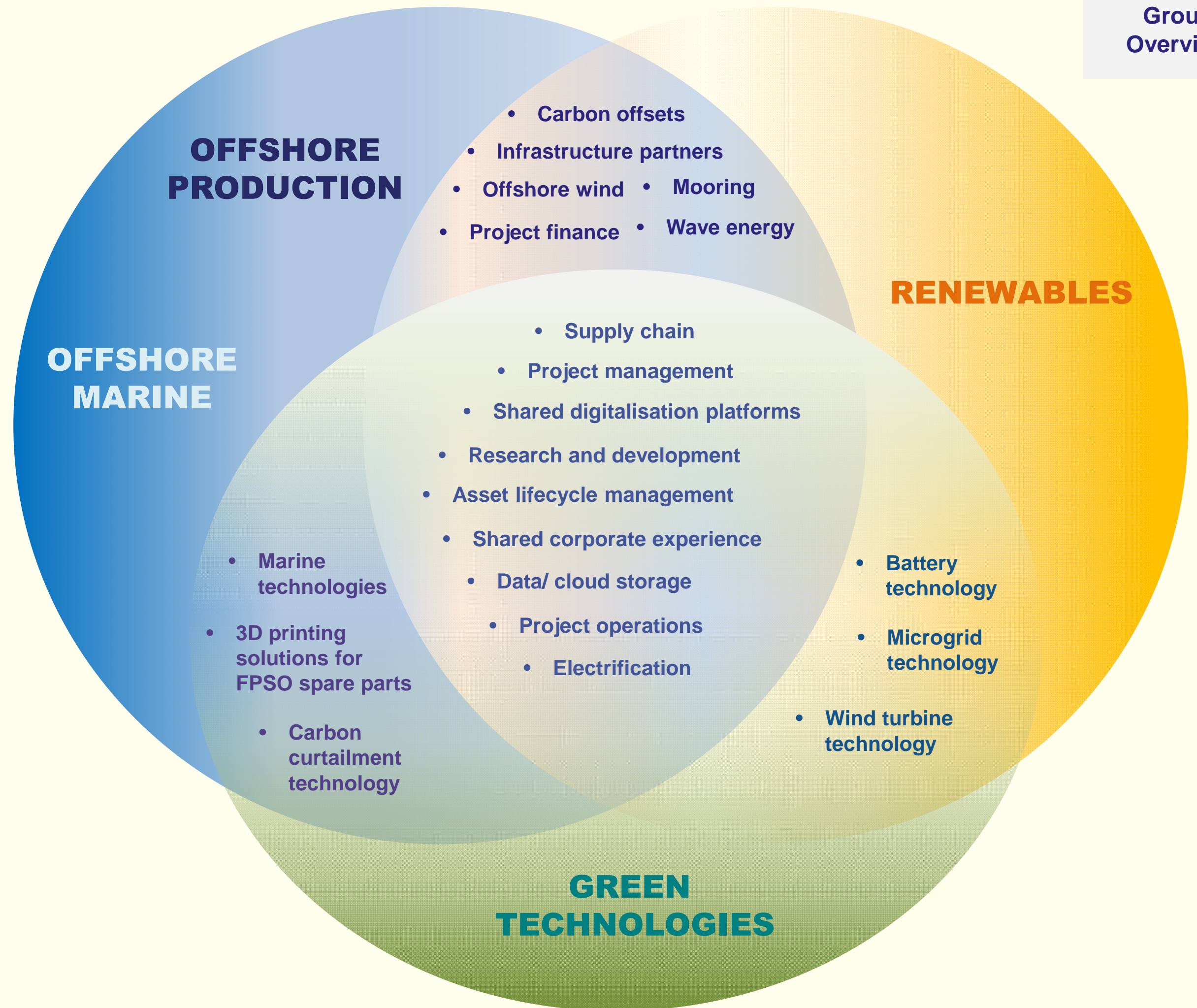
**Strong supporting foundation – Corporate team and business units**

# 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

	Finance	82 years of combined financial experience
	Investment	88 years of combined investment experience
	Engineering	39 years of combined engineering experience
	Policy & Governance	46 years of combined policy & governance experience
	Legal	14 years of combined legal experience
	Business	37 years of combined business experience
	Information Technology	23 years of combined IT experience

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



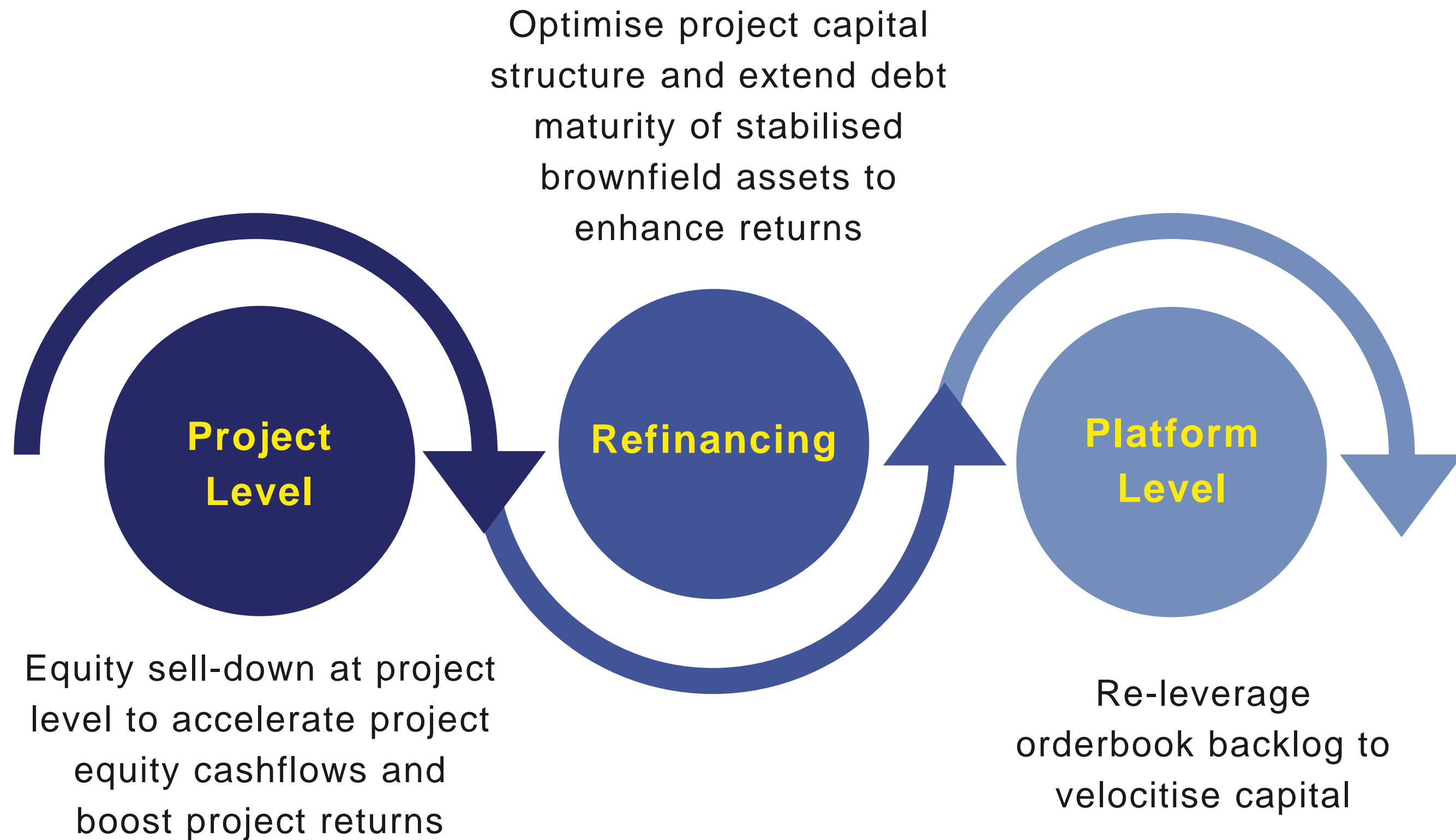
**Lim Chern Wooi**  
Chief Executive Officer,  
Offshore Marine



# Latest Developments

January 2022	November 2021	August 2021		July 2021
<ul style="list-style-type: none"> <li>• <b>3rd</b> Yinson-PTSC JV received 6-month extension of charter contract for FPSO PTSC Lam Son</li> </ul>	<ul style="list-style-type: none"> <li>• <b>15th</b> Awarded FPSO Maria Quitéria project in Brazil</li> <li>• <b>18th</b> FPSO Adoon celebrated 10 years LTI-free</li> </ul>	<ul style="list-style-type: none"> <li>• <b>5th</b> Won The Asset Triple A Awards 2021 for Best Green Financing in Malaysia</li> </ul>	<ul style="list-style-type: none"> <li>• <b>9th</b> Announced support for the Task Force on Climate-related Financial Disclosures</li> </ul>	<ul style="list-style-type: none"> <li>• <b>1st</b> Recognised as 'Most Honored Company in 2021 All-Asia Executive Team Rankings</li> </ul>
December 2021		September 2021	<ul style="list-style-type: none"> <li>• <b>11th</b> Yinson-Sumitomo secured USD670 million mini perm financing for FPSO Anna Nery</li> </ul>	<ul style="list-style-type: none"> <li>• <b>15th</b> Held fully Virtual 28<sup>th</sup> General Meeting</li> </ul>
<ul style="list-style-type: none"> <li>• <b>6th</b> Recognised at PwC Malaysia's Building Trust Awards 2021</li> <li>• <b>8th</b> Raised RM 1.0 billion through Malaysia's first Sustainability-linked Sukuk Wakalah Programme</li> </ul>	<ul style="list-style-type: none"> <li>• <b>19th</b> Proposed Bonus Issue to reward shareholders, Rights Issue with free warrants also proposed to fuel growth</li> <li>• <b>20th</b> Awarded FPSO Atlanta project in Brazil</li> <li>• <b>31st</b> Launched inaugural TCFD-aligned Climate Report</li> </ul>	<ul style="list-style-type: none"> <li>• <b>23rd</b> Recognised at the Sustainability Business Awards 2020/21</li> </ul>	<ul style="list-style-type: none"> <li>• <b>11th</b> ESG Risk Rating from Sustainalytics achieved an improved score</li> <li>• <b>16th</b> Awarded grant to develop fully electric harbour craft solution in Singapore as part of the Goal Zero Consortium</li> </ul>	<ul style="list-style-type: none"> <li>• <b>23rd</b> Recognised at MSWG-ASEAN Corporate Governance Awards 2020</li> <li>• <b>26th</b> Announced collaboration with Plus Xnergy</li> <li>• <b>27th</b> Signed MOU with Enauta for FPSO project in the Atlanta field, Brazil</li> </ul>
	October 2021	<ul style="list-style-type: none"> <li>• <b>6th</b> Invested in marine battery solutions pioneer SPBES</li> <li>• <b>22nd</b> Released Yinson's Climate Goals Roadmap</li> </ul>	<ul style="list-style-type: none"> <li>• <b>26th</b> Signed Term Sheet with GTMA (subsidiary of MGTC) for development of EV charging infrastructure in Malaysia</li> </ul>	

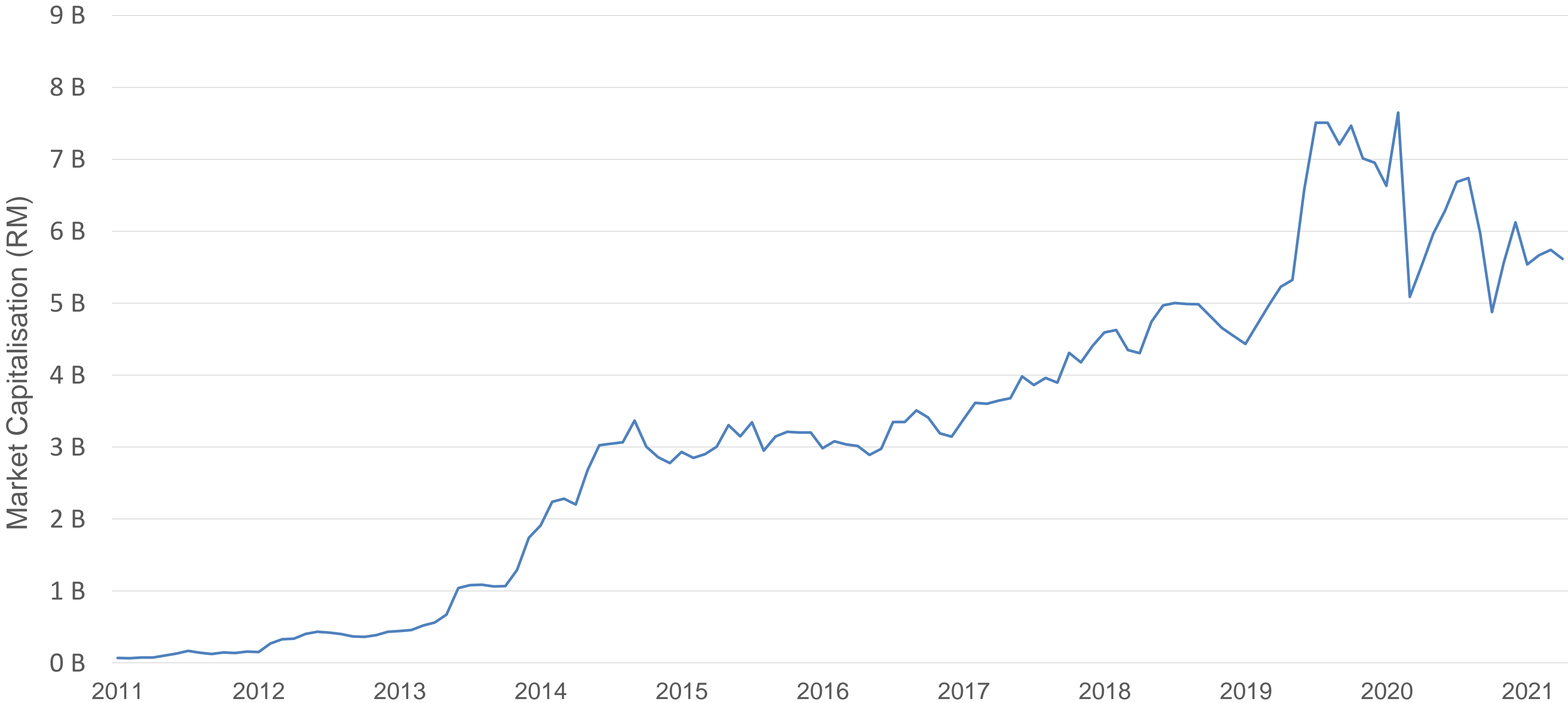
# Capital Strategy





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)

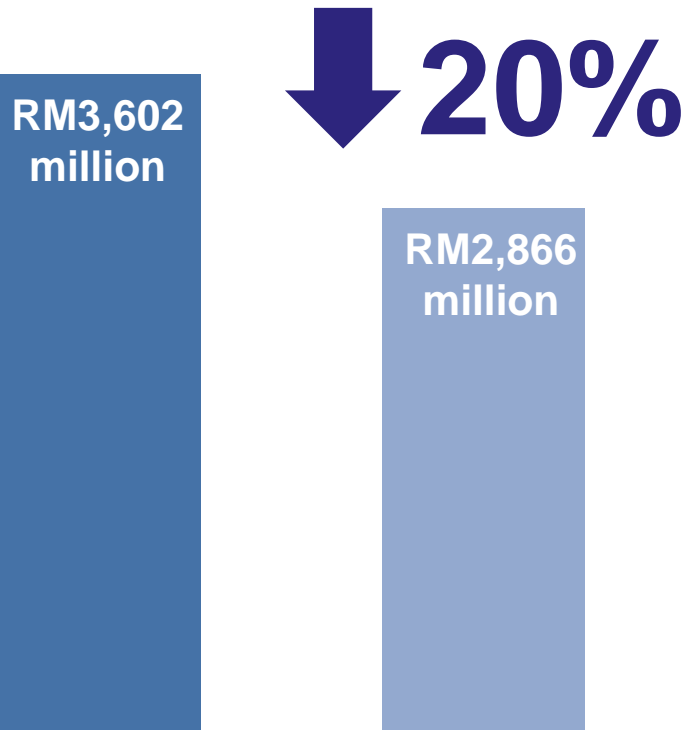
**TOTAL: USD445 million**



# Financial Performance (Quarterly)

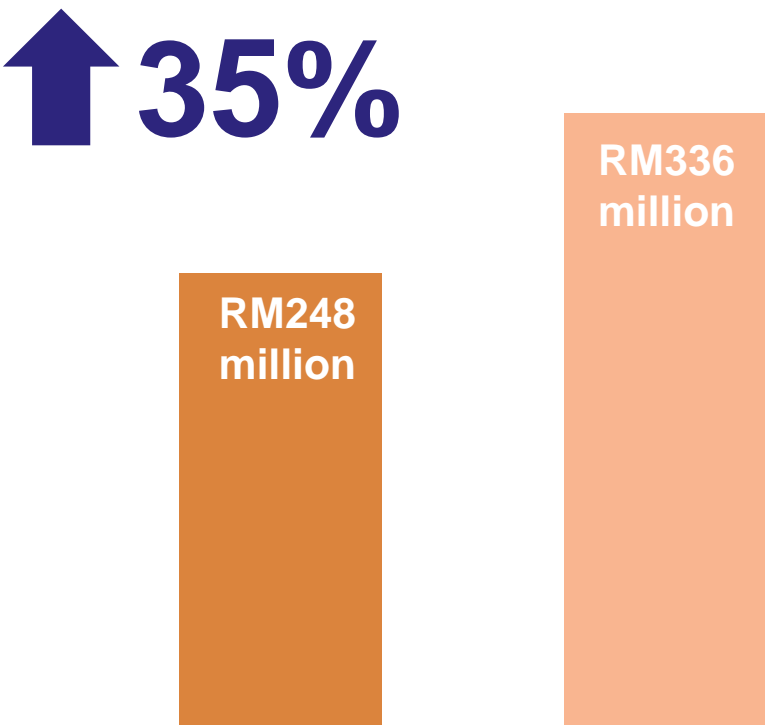
## REVENUE

■ Q3 FYE2021 ■ Q3 FYE2022



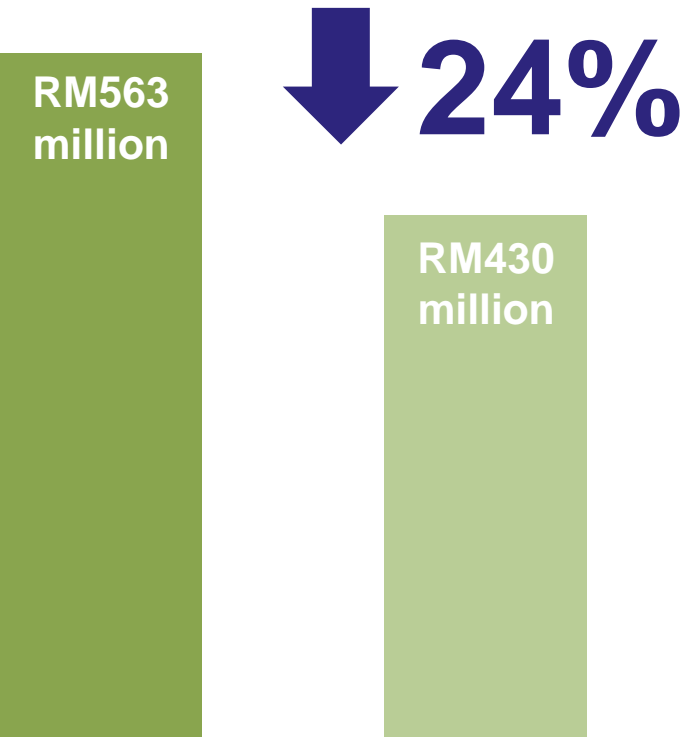
## PATAMI

■ Q3 FYE2021 ■ Q3 FYE2022



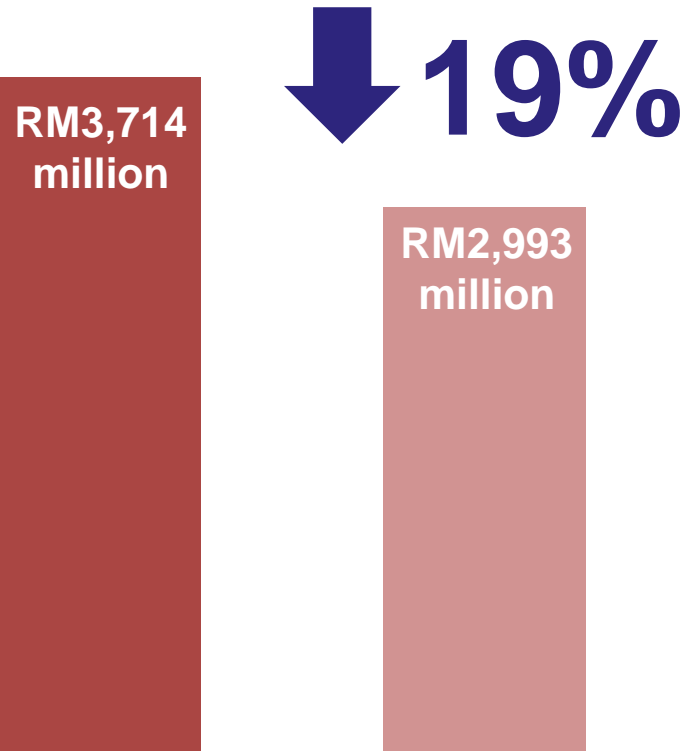
## CORE PAT

■ Q3 FYE2021 ■ Q3 FYE2022



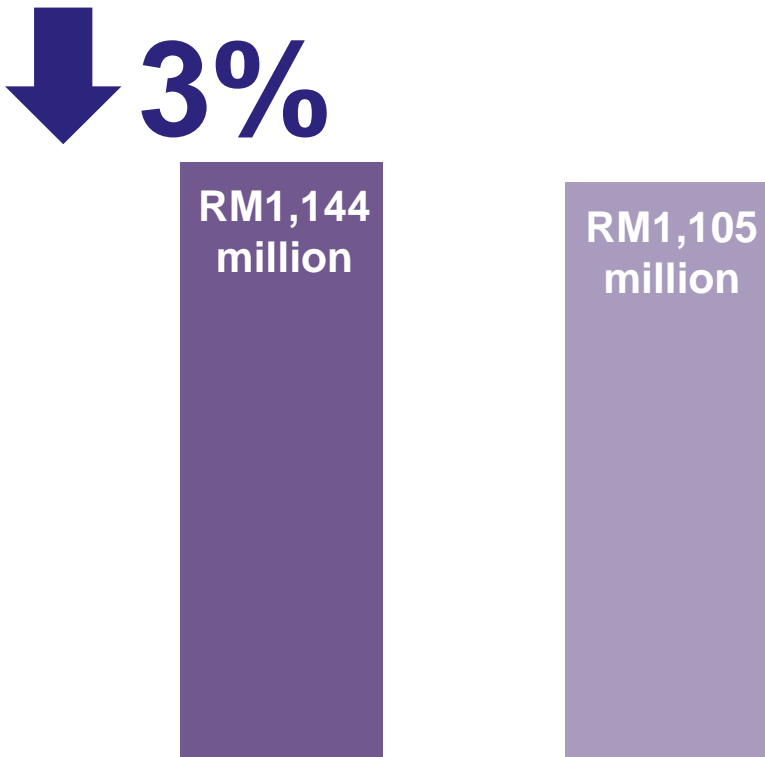
## ADJUSTED REVENUE

■ Q3 FYE2021 ■ Q3 FYE2022



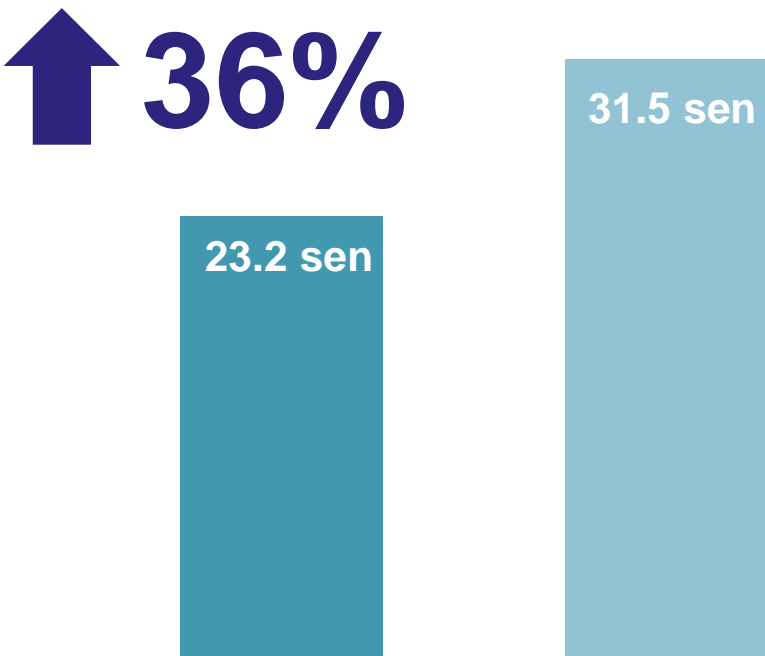
## ADJUSTED CORE EBITDA

■ Q3 FYE2021 ■ Q3 FYE2022



## BASIC EARNINGS PER SHARE

■ Q3 FYE2021 ■ Q3 FYE2022



# Financial Performance (Quarterly)

(All figures in RM million, unless otherwise stated)

Capital  
Strategy &  
Financial  
Performance

	Q3 FYE 2021	Q3 FYE 2022
Revenue	3,602	2,866
EBITDA	902	1,051
Profit After Tax	310	430
Total Assets	11,886 <sup>4</sup>	13,933
Cash and Liquid Investments	2,050 <sup>4</sup>	2,075
Total Borrowings	6,106 <sup>4</sup>	7,395
Total Liabilities	7,860 <sup>4</sup>	9,360
Total Equity	4,026 <sup>4</sup>	4,573
Net Assets Per Share <sup>1</sup> (RM)	3.7 <sup>4</sup>	4.2
Basic EPS (sen)	23.2	31.5

	Q3 FYE 2021	Q3 FYE 2022
Adjusted Revenue <sup>2</sup>	3,714	2,993
Adjusted Core EBITDA <sup>2</sup>	1,144	1,105
Adjusted Core EBITDA Margin <sup>2</sup>	30.8%	36.9%

	FYE 2021	Q3 FYE 2022
Orderbook / Net Debt (times)	10.31	8.06
Adjusted Quick Ratio (times) <sup>5</sup>	1.51	1.44
Gross Gearing (times)		
- Total borrowings	1.52	1.62
- Excluding non-recourse borrowings <sup>3</sup>	0.78	0.80
Net Gearing (times)		
- Total borrowings	1.01	1.16
- Excluding non-recourse borrowings <sup>3</sup>	0.27	0.34

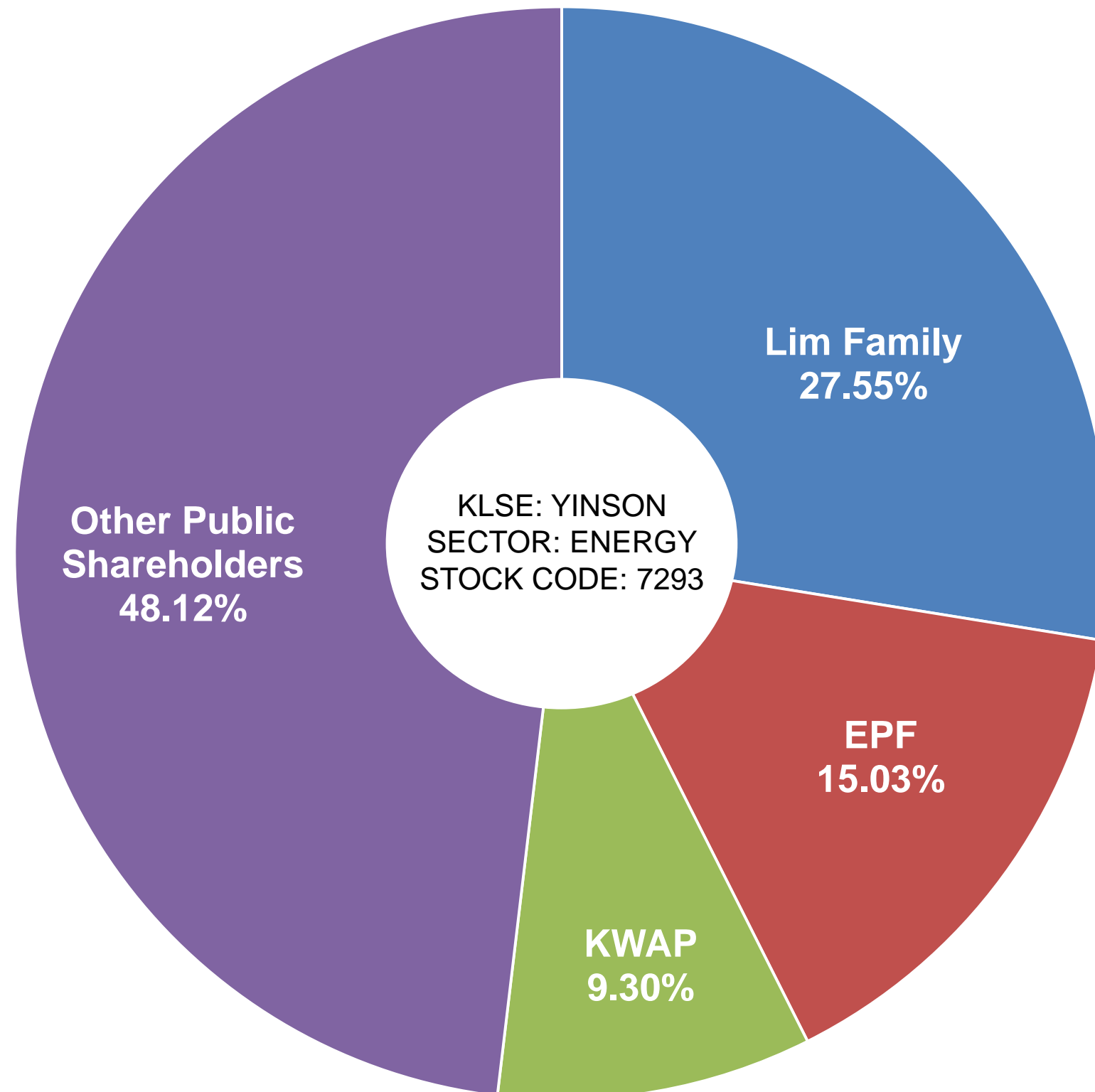
Notes:

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. In November 2021, the mini-perm financing was partially drawn down, and the short-term bridge loan was fully repaid.

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



# Strong And Supportive Shareholders



- Yinson's top three shareholders own 51.88% 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 November 2021.

## YINSON'S CLIMATE GOALS

# CARBON NEUTRAL BY 2030 NET ZERO BY 2050

## OUR COMMITMENTS

### CARBON NEUTRAL BY 2030

- Measure and verify our GHG emissions
- Deploy emission reduction measures where reasonably practicable
- Use high quality offsets to balance residual GHG emissions by 2030

### NET ZERO BY 2050

- Focus on investments into nature-based and technology-based carbon removal projects
- Actively invest into zero or low-carbon technologies
- Commit business operations in alignment with the Paris Agreement

OUR CLIMATE GOALS ARE OPERATIONALISED  
THROUGH A THREE-PRONGED FRAMEWORK



### CARBON REDUCTION

- Reduce GHG emissions from Scope 1, 2 and 3
- Limit carbon emission intensity of FPSOs
- Utilise renewable energy in our operations where feasible



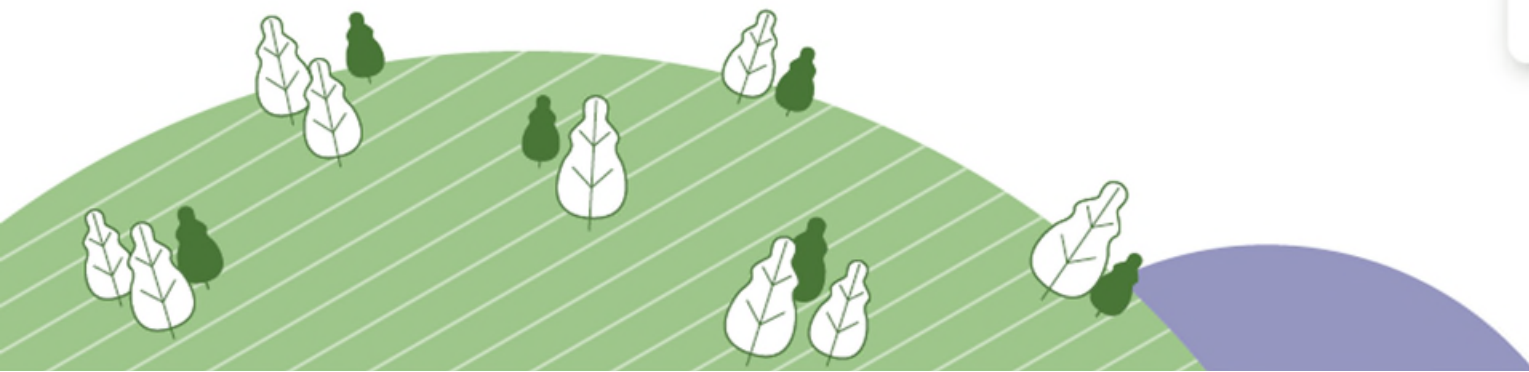
### CARBON REMOVAL

- Invest into nature-based carbon removal solutions such as afforestation and reforestation
- Utilise technology-based carbon removal solutions such as Direct Air Capture ("DAC") and Carbon Capture, Utilisation and Storage ("CCUS")

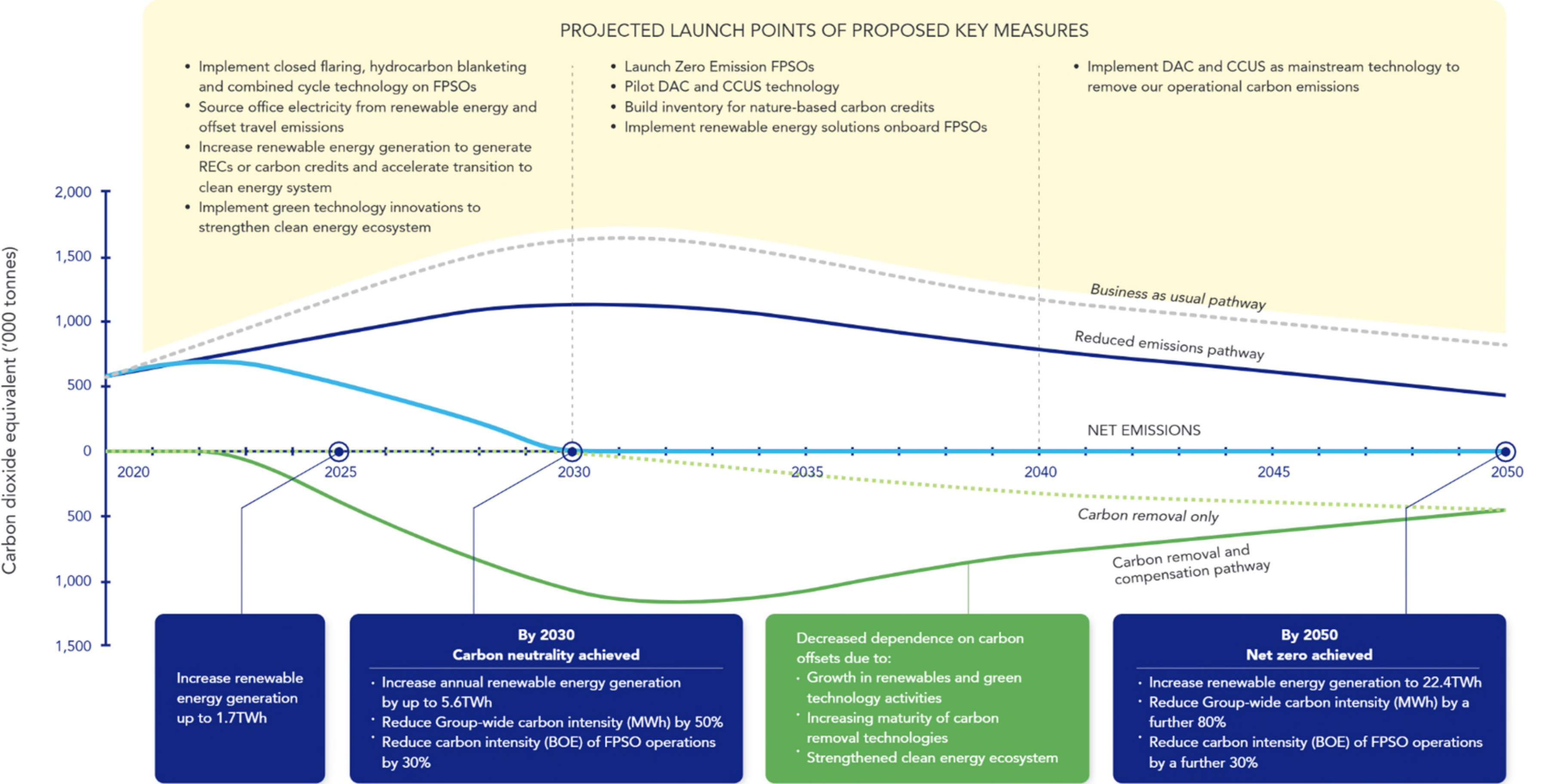


### CARBON COMPENSATION

- Invest in zero or low-carbon technologies
- Increase capacity of renewable energy generation

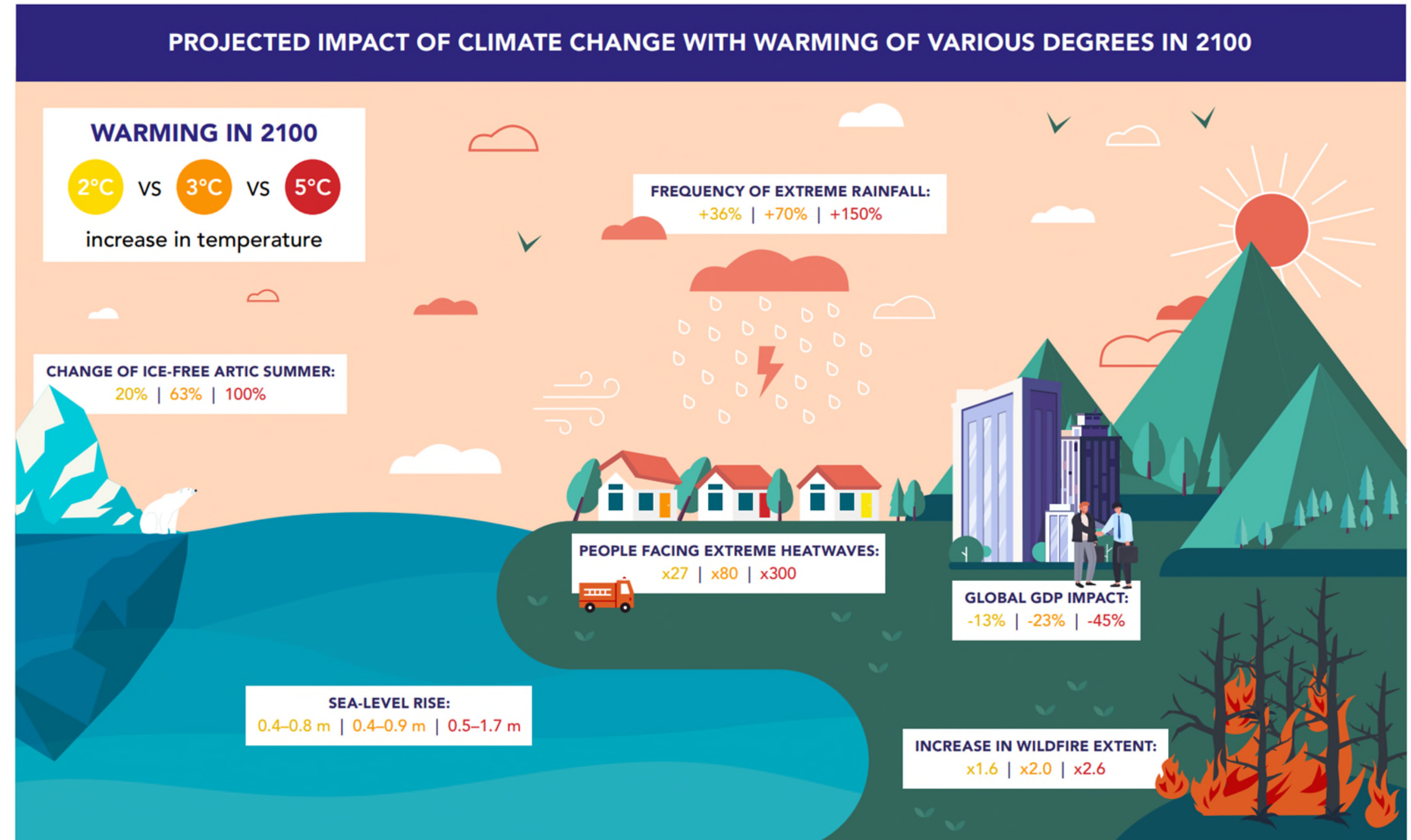
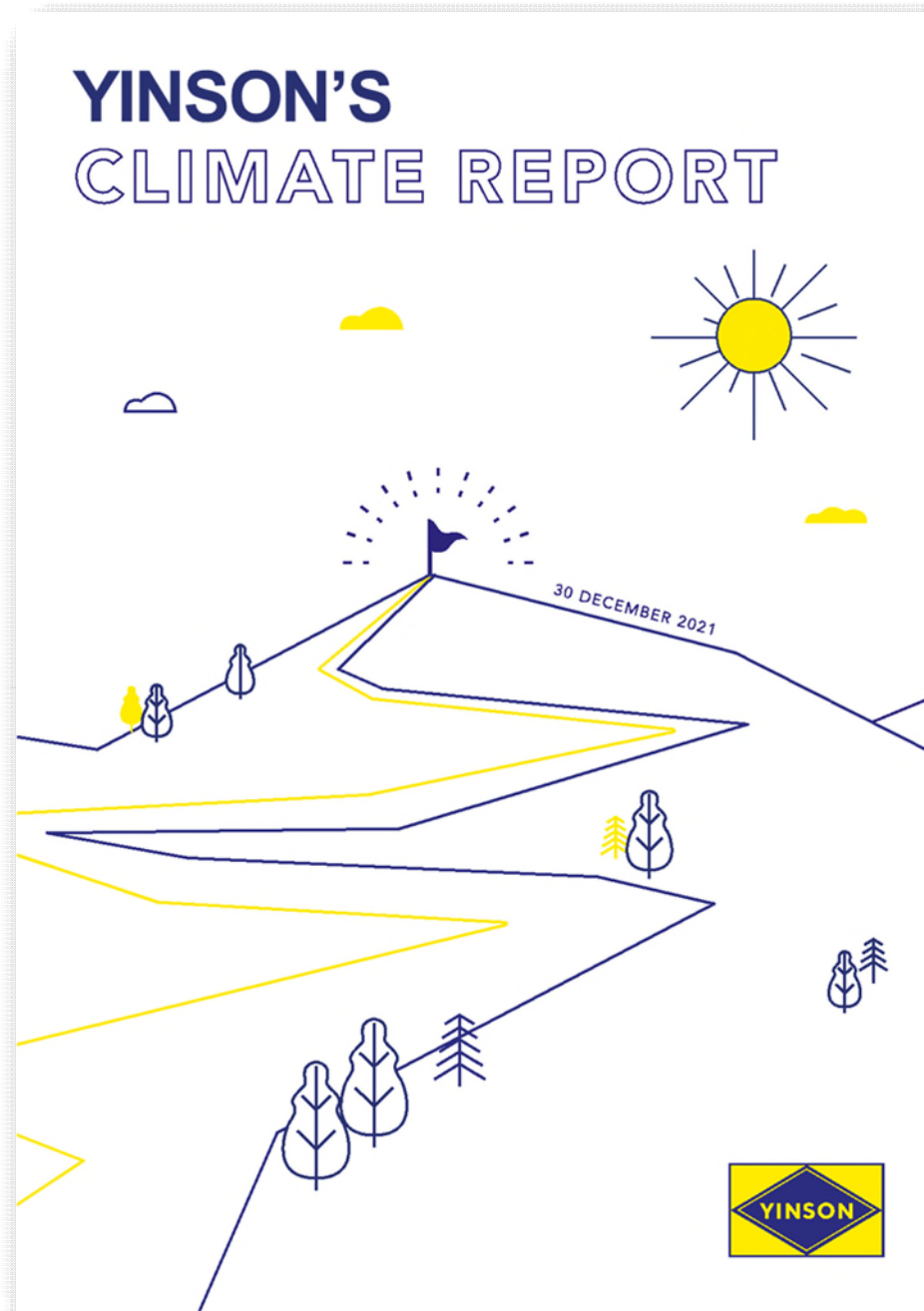








# Launched Malaysia's First TCFD-Aligned Climate Report



Data in this figure is adapted from the TCFD's Guidance on Risk Management Integration and Disclosure, October 2020

# Recent Progress in ESG Excellence

Became TCFD Supporter



Improved ESG Risk Rating



Achieved: 21.7  
Was: 29.7

PwC Building Trust Award 2021



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

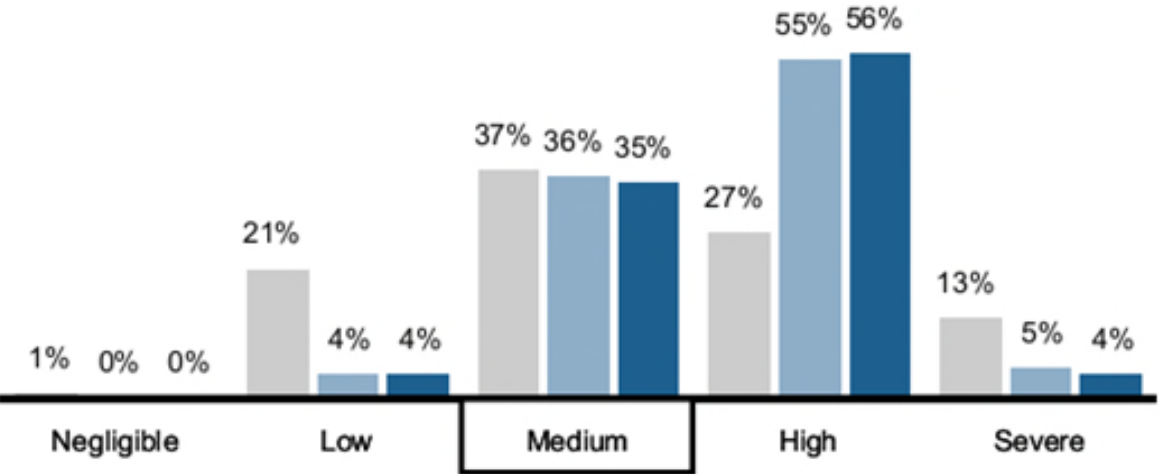
**21.7**  
Updated Aug 3, 2021

*(from 29.7)*  
**-7.9**  
Momentum

## Medium Risk



## ESG Risk Rating Distribution



## ESG Risk Rating Ranking

UNIVERSE	RANK (1 <sup>st</sup> = lowest risk)	PERCENTILE (1 <sup>st</sup> = lowest risk)
Global Universe	4202/14983	29th
Energy Services INDUSTRY	14/113	12th
Oil & Gas Equipment SUBINDUSTRY	12/89	13th

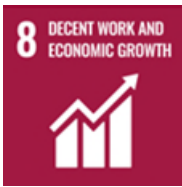
## (Previous Risk Rating Ranking based on FY2019 Annual Report)

Rank (1 <sup>st</sup> = lowest risk)	Percentile (1 <sup>st</sup> = 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



Classroom block and library renovations



Yinson Scholars Programme



Off-grid rooftop solar system



Dive clean-up at Barracuda Point, Miri



Covid-19 Response: PPE Donation



Futurestars



Yinson Welding Training Centre



Covid-19 Response: 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

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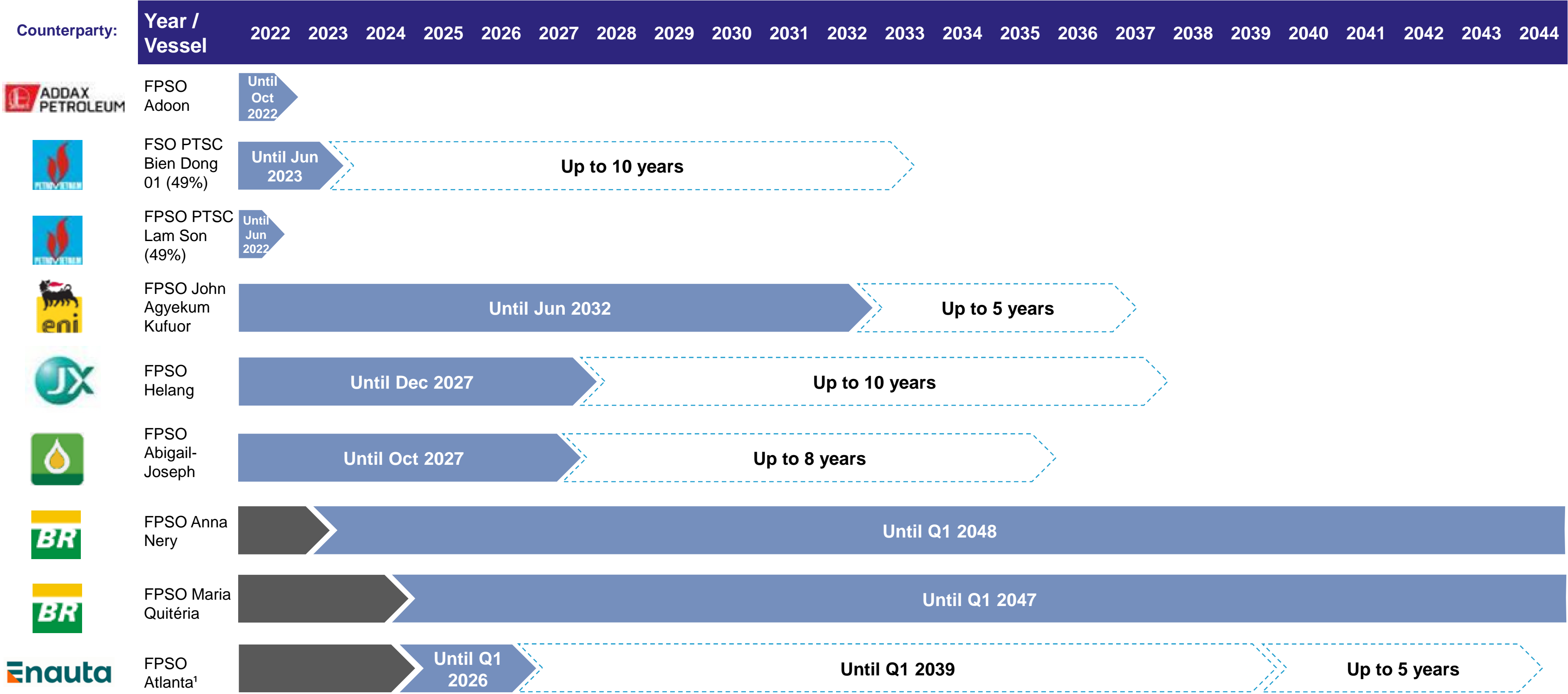
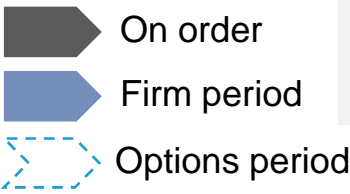
Scan here to view



# Long-Term Charter Contracts

Strong existing order book underpinned by long term contracts across FPSO & FSO units.  
FPSO & FSO Orderbook over firm and option period ~USD 15.33 billion<sup>2</sup> as of 31 December 2021.

Offshore  
Production  
Division



<sup>1</sup> FPSO to be renamed in the future. The EPCI and 2-year O&M LOI signed with Enauta on 17 December 2021 contains a call option, exercisable by Yinson, for a 15-year Time Charter contract with a further extension period of up to 5 years.

<sup>2</sup> Should Yinson exercise the call option with Enauta, the orderbook will increase further to ~USD 16.80 billion as of 31 December 2021.



# Strong Counterparties



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



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



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



- Recognised as the second-best Brazilian company in the oil and gas sector by Anuário Valor 1000 in 2019



- **BB+** Fitch (PVN)
- PTSC is a member of Vietnam Oil & Gas Group ("PVN")



**ENEOS Group**

- **Baa2** Moody's (ENEOS)
- 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

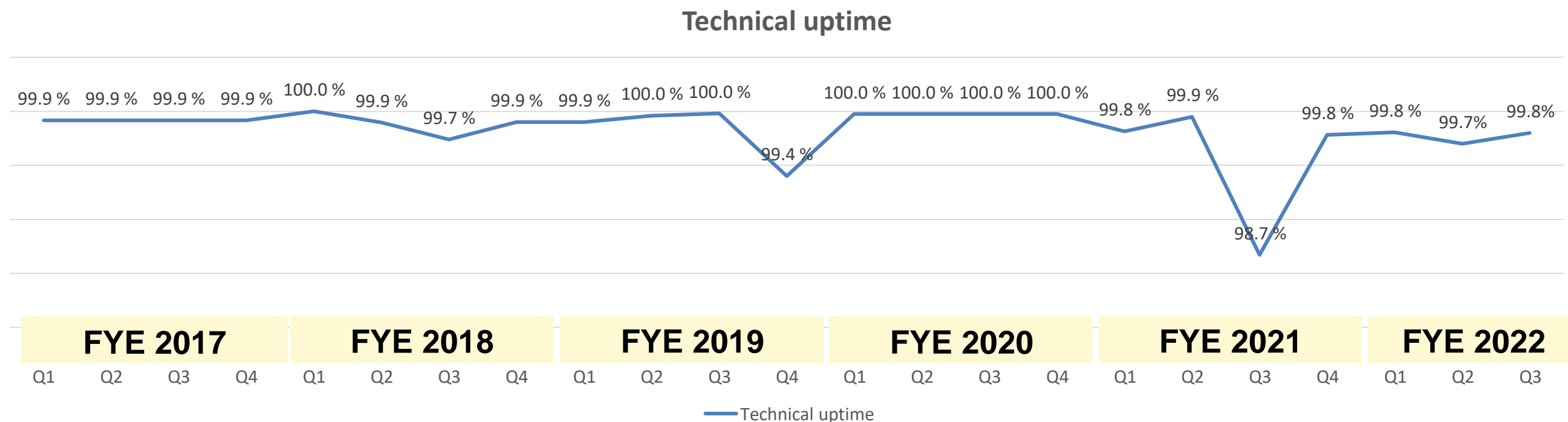
	FYE 2020	FYE 2021	Q3 FYE 2022
Fatalities	0	0	0
Lost Time Injury	3	0	0
Medical Treatment Case	3	1	1
Restricted Work Case	2	2	2
First Aid Case	3	2	2
Lost Time Injury Frequency (LTIF)	0.29	0.00	0.00
Total Recordable Injury Frequency (TRIF)	0.58	0.44	0.29

Safety performance  
across Offshore  
Production Division for  
FYE 2022 (as at Q3)

**LTIF: 0.00**  
**TRIF: 0.29**

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 learning and development

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



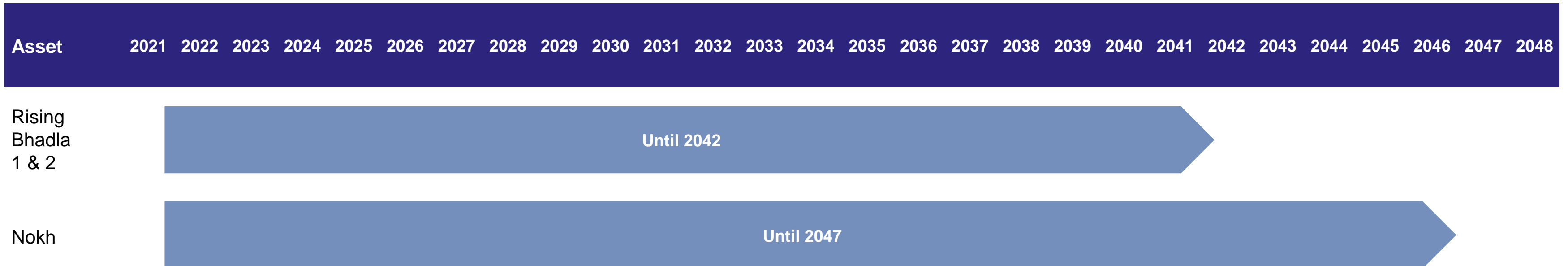
Development of robust portfolio of assets across full value chain



# Strong contracted revenue underpinned by long-term contracts

Contracted revenues from power purchase agreements:

- Rising Bhadla 1 & 2 ~ **USD337 million (~INR25 billion)** as of 31 December 2021.
- Nokh ~ **USD370 million (~INR27 billion)** as of 31 December 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

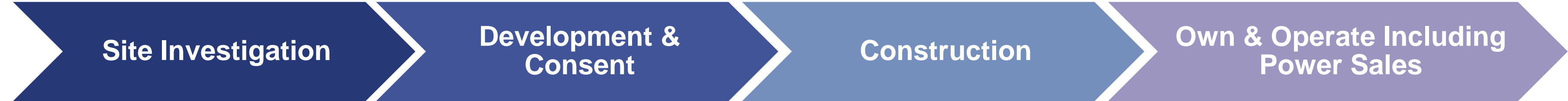


Scan here to view our  
Renewables Assets  
under operations and  
construction



# Renewables Projects Pipeline

Renewables  
Division



**Timeline: 2 to 5 years**

<b>ITALY, NEW ZEALAND, CHILE, COLOMBIA, BRAZIL</b> Greenfield development	<b>ITALY, NEW ZEALAND, CHILE, COLOMBIA</b> 930MW wind and solar	<b>INDIA</b> 285 MWp (190MWac) solar plant under construction	<b>INDIA</b> Bhadla 175 MWp (140MWac) solar plant
<b>GLOBAL*</b> Greenfield development & M&A		<b>INDIA</b> Other auction opportunities	

TOTAL INSTALLED CAPACITY (MWp):

3000 – 5000MW	930MW	285+MW	175MW
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\*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



Scan for video  
on Yinson Green  
Technologies



**MARINE**



**MOBILITY**



**ENERGY**

## Technology segments



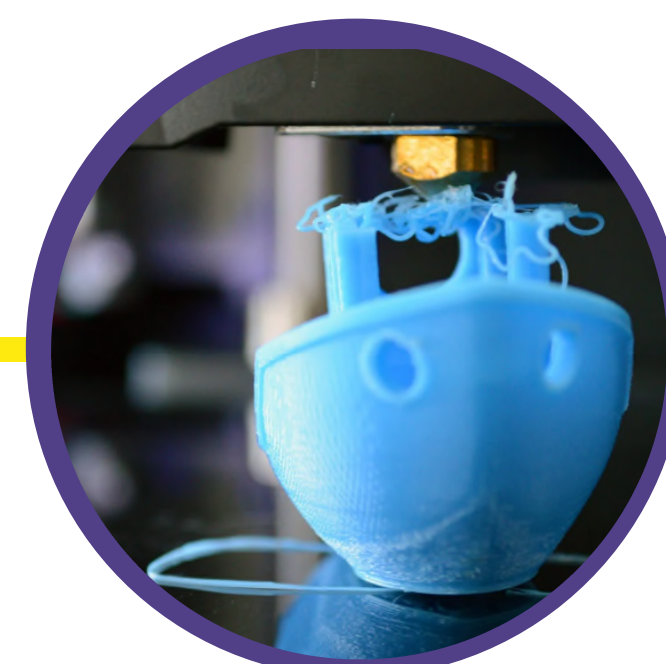
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on Yinson  
Green  
Technologies



**DIGITAL MARKETPLACE  
PLATFORM**



**DIGITAL SERVICES FOR EV  
CHARGING NETWORKS**



**3D PRINTING  
SOLUTIONS**

Strategic Investments



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Technologies  
news



ADVANCED HYDROFOIL  
SYSTEM FOR ELECTRIC  
VESSELS



E-BIKE AND SWAPPABLE  
BATTERIES



AUTONOMOUS AND  
ROBOTIC TECHNOLOGY



AUTONOMOUS SYSTEMS  
FOR ELECTRIC VEHICLES



MARINE ENERGY  
STORAGE SOLUTIONS



Signed term sheet with GreenTech Malaysia Alliances Sdn Bhd (“GTMA”) to form a joint venture to build on the ChargeEV network of charging stations in Malaysia on 26 October 2021.



R&D Programs



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Technologies  
news



**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)**

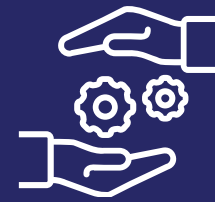
# Offshore Marine Division

## 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

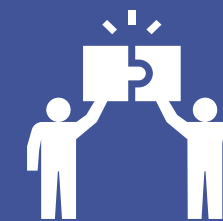


Streamline business and seek synergistic mergers for value creation

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

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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](http://www.yinson.com)