YINSON

Integrated Annual Report 2023

INCLUSIVE TRANSITION

Contributed by Nur Qalisa Safwa Noor Bayuri from SMK Seksyen 19 through a Yinson x Teach For Malaysia Art Competition on 'Building a Better and Sustainable Future'

COVER RATIONALE

Our Integrated Annual Report cover this year is especially significant for us because it is designed by the future. We collaborated with Teach For Malaysia to organise an art competition in high needs school, SMK Seksyen 19, Shah Alam. The competition presented us with 52 beautiful artworks which captured the students' visions of a better and sustainable future, profoundly aligning with our transition journey. Our business decisions in FYE 2023 were guided by the mindset of Inclusive Transition. As the global energy landscape changes, we remain steadfast in our quest to provide affordable, reliable and accessible energy to society, so no one gets left behind. Our commitment to creating greater social equity underpins our business model and has guided our bold decisions over the years. Our Inclusive Transition is also driven by the urgent need to address climate issues through affirmative action as we race to preserve our planet for future generations.

Nur Qalisa Safwa Binti Noor Bayuri, Age 14

BASIS OF THIS REPORT

Yinson Holdings Berhad is pleased to present our Integrated Annual Report for the Financial Year Ended 31 January 2023. This Report reflects our capability and commitment to creating sustainable value for our stakeholders.

This year's Report aims to highlight the progress of our strategies and value creation journey. We will also discuss the steps we have taken to manage our business risks and opportunities against the external landscape. In clearly mapping out our value creation strategies for all stakeholder groups, we hope that the improvements in disclosures will help our stakeholders make better and more informed decisions pertaining to the Group.

SCOPE AND BOUNDARIES

The scope of this Report is applicable to Yinson Holdings Berhad ("Yinson") and its subsidiaries ("the Group"). The Report covers the financial reporting period from 1 February 2022 to 31 January 2023 ("FYE 2023") unless stated otherwise.

REPORTING PRINCIPLES AND FRAMEWORKS

The following frameworks and guidelines were taken into account during the compilation of this Report:

- International Integrated Reporting Framework (2021) ("<IR> Framework").
- Bursa Malaysia Securities Berhad ("Bursa Securities") Main Market Listing Requirements ("MMLR"), Sustainability Reporting Guidelines, Sustainability Reporting Toolkit (2nd edition, with the inclusion of Task Force on Climate-Related Financial Disclosures ("TCFD") guidelines and Corporate Governance Guide (4th edition).
- Malaysian Code on Corporate Governance 2021 ("MCCG 2021").
- International Petroleum Industry Environmental Conservation Association's ("IPIECA") Oil & Gas Industry Guidance on Voluntary Sustainability Reporting.
- Industry best practices where relevant.

This Report has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards 2021.

This Report should be read in conjunction with the other reports in Yinson's annual reporting suite, which consists of:

- Integrated Annual Report 2023: Inclusive Transition.
- Corporate Governance Report 2023.
- Yinson's Climate Report 2021.
- Yinson's Climate Goals Roadmap 2021.

MATERIALITY

We have applied the principle of materiality in the areas of disclosure and content of this Report. A topic is considered material if it substantially influences the decision-making process and decisions of the Group and its stakeholders, and these decisions in turn affect our ability to create value over the short, medium and long term. This Report has recognised both qualitative and quantitative matters that are material to our business and strategic objectives as it has considered factors that may impact the decision-making processes of our stakeholders. In managing our stakeholders' expectations, we reviewed our material matters through a desktop validation against local, regional and global industry peers as well as international reporting frameworks to ensure that our material matters are up to date. We found that our material matters were current and still relevant to our ability to understand and address the environmental, social and governance ("ESG") issues that affect our business and stakeholders.

ASSURANCE

We have engaged PricewaterhouseCoopers PLT ("PwC") as our external auditors, whereby they are responsible for providing an independent opinion on the Group's Financial Statements and whether these Financial Statements give a true and fair view of FYE 2023's consolidated financial position, financial performance and cash flows. PwC was also engaged to review the Statement on Risk Management & Internal Control ("SORMIC") included in this Report, as part of the requirements of Paragraph 15.23 of the Bursa Securities MMLR. In accordance with the Malaysian Institute of Accountants' Audit and Assurance Practice Guide (AAPG) 3, PwC has performed their limited assurance review without the requirement of forming an opinion on the adequacy and effectiveness of the Group's risk management and internal control systems.

FORWARD-LOOKING STATEMENTS

This Report contains certain forward-looking statements with respect to Yinson's financial position, results, operations and businesses, which we believe to be realistic at the time this Report is issued. These statements may involve risk and uncertainty as they relate to events and depend on circumstances that occur in the future. There are various factors that could cause actual results or developments to differ materially from those expressed or implied by these forward-looking statements.

STATEMENT OF THE BOARD OF DIRECTORS

Yinson's Board of Directors ("Board") acknowledges its responsibility for ensuring the integrity of this Report, which in its opinion addresses all the issues that are material to the Group's ability to create value and fairly presents the integrated performance of Yinson. The Board has applied its collective mind to the preparation and presentation of this Report and believes that it has been prepared in accordance with the <IR> Framework and addresses all material issues.

The Board confirms that it has approved the release of this Report.

LEGENDS

Please refer to the following icons that are used to link our capitals, group strategies, stakeholder groups, business units and material matters.

Points to related sections within this Report

Capitals

- C1 Financial Capital
- C2 Manufactured Capital
- C3 Intellectual Capital
- C4 Human Capital
- C5 Social & Relationships Capital
- C6 Natural Capital

Business units

- YP Yinson Production
- YR Yinson Renewables
- YGT Yinson GreenTech
- RO Regulus Offshore

Group strategies

- GS1 Operationalise ESG
- GS2 Forefront of innovation & disruption
- GS3 Create sustainable shareholder value
- GS4 Tactical financial management
- GS5 Build a platform for growth
- GS6 Empower decision-making

Material topics

- ME1 Climate Change & GHG Emissions
- ME2 Waste & Pollution Management
- ME3 Environmental Stewardship
- MS1 Human Capital Development
- MS2 Operational Health & Safety
- MS3 Human & Labour Rights
- MS4 Client Relationships
- MS5 Community Engagement
- MG1 Business Management & Profitability
- MG2 Business Model Innovation
- MG3 Good Corporate Governance
- MG4 Sustainable Supply Chain Management
- MG5 Cybersecurity
- MG6 Digitalisation

Stakeholder groups

- S1 Bankers & lenders
- S2 Clients
- S3 Crew
- S4 Employees
- S5 Governments & regulatory bodies
- S6 Industry
- S7 Investors & shareholders
- S8 Local communities
- S9 Partners
- S10 Vendors & suppliers

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LIST OF ABBREVIATIONS

ANNUAL GENERAL MEETING

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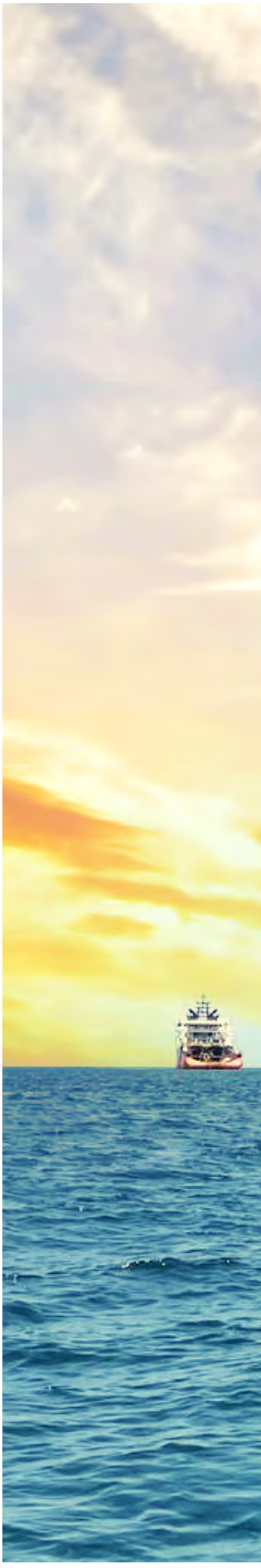


VISIT OUR INTERACTIVE MICROSITE

In line with Yinson's commitment to sustainability and the environment, we are not distributing hardcopies of this Report, except by request. We encourage you to read this Report on our interactive microsite, available at www.ar.yinson.com/2023, and also accessible by scanning this QR code.

As a further reflection of our efforts to reduce our paper usage, Yinson will donate the print cost of every hardcopy Annual Report to support a non-profit tree planting civil society organisation in Malaysia dedicated to reforestation and the restoration of biodiversity.

FYE 2023 AT A GLANCE

05 Group Highlights
07 Group Financial Highlights
09 Key Events

Areen Soleha Binti Shairul Amir, Age 14

GROUP HIGHLIGHTS

FINANCIAL PERFORMANCE

Revenue
RM6.3 billion
75% from FYE 2022

PATAMI
RM589 million
47% from FYE 2022

Core PAT
RM741 million
39% from FYE 2022

PAT
RM588 million
12% from FYE 2022

EBITDA
RM1.8 billion
27% from FYE 2022

Basic Earnings Per Share
16.7 sen
53% from FYE 2022

AWARDS AND ACHIEVEMENTS

SUSTAINALYTICS ESG INDUSTRY TOP RATED 2023

2nd percentile in both the **Energy Services industry** and **Oil & Gas Equipment sub-industry**

FTSE4Good

Top 25% PLCs in FBM EMAS, **4th consecutive year**

SOUTHEAST ASIA BEST MANAGED COMPANIES MALAYSIA

Winner, Malaysia's Best Managed Companies, sponsored by Deloitte Private

UNGC Malaysia & Brunei Sustainable Performance Awards 2022

Pioneer Sustainable Development Action Recognition

The Asset Triple A Islamic Finance Awards 2022

Best Issuers/Advisers, **Issuers of the Year**, Corporate; **Best in Sustainable Finance**, Best Sustainability-linked Sukuk; **Best Deals by Country**, Best Sustainability-linked Sukuk

Institutional Investor
2022 ASIA (EX-JAPAN) EXECUTIVE TEAM
MOST HONORED COMPANY
YINSON HOLDINGS BERHAD

'Most Honored Company', First place in all 5 categories in the Asia Small & Midcap table, under the Oil & Gas industry category

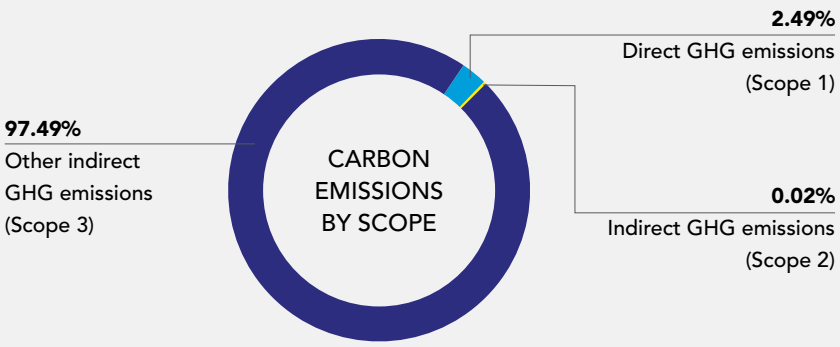
GROUP HIGHLIGHTS

ESG HIGHLIGHTS

ENVIRONMENT

TOTAL GHG EMISSIONS

1.77 million tonnes CO_2e



CARBON INTENSITY

281 tonnes CO_2e/ RM million

496 kg CO_2e/MWh

30 kg CO_2e/BOE

WATER AND EFFLUENTS

ZERO
hydrocarbon spills

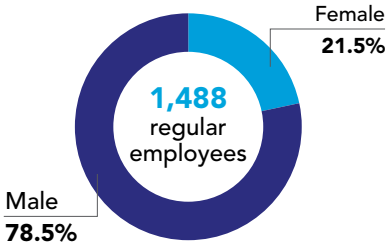
11 ppm
average oil in slop water content

WASTE

225 tonnes
reused, recycled or recovered

SOCIAL

EMPLOYEES



REGULAR EMPLOYEE GROWTH

561 new hires

8.89% voluntary employee turnover rate

CORPORATE SOCIAL RESPONSIBILITY

RM1.89 million invested

23 communities impacted

GOVERNANCE

HEALTH & SAFETY

ZERO LTIF

0.14 TRIF

ZERO
Non-compliances with environmental laws & regulations

ZERO
Cases of Code of Conduct breaches

GROUP FINANCIAL HIGHLIGHTS

Financial year ended 31 January	2019 RM million	2020 RM million	2021 RM million	2022 RM million	2023 RM million
Revenue	1,035	2,519	4,849	3,607	**6,324**
Profit before tax	344	331	580	716	**855**
Profit after Tax and Minority Interests ("PATAMI")	235	210	315	401	**589**
Share capital	1,101	1,107	1,126	1,134	**2,220**
Total equity	3,624	3,774	4,026	4,740	**6,458**
Number of ordinary shares issued	1,093	1,095	1,100	1,101	**3,054**
Weighted average number of ordinary shares in issue[(c)(d)]	1,096	1,079	2,411[(g)]	2,409[(g)]	**2,707**
Total assets	8,083	9,515	11,886	15,205	**19,259**
Total liabilities	4,459	5,741	7,860	10,465	**12,801**
Total borrowings	3,150	3,830	6,106	8,758	**9,584**
Non-recourse borrowings[(h)]	2,563	2,339	2,985	4,020	**3,731**
Earnings Before Interest, Tax, Depreciation and Amortisation ("EBITDA")	801	770	1,236	1,402	**1,782**
Basic earnings per share (sen)[(b)(c)(d)]	21.4	19.5	7.3[(g)]	10.9[(g)]	**16.7**
Dividends rate (sen)[(c)(d)]	6.0	6.0	3.0[(g)]	3.0[(g)]	**1.0**
Net Assets Per Share (RM)[(a)(c)(d)]	3.31	3.45	1.62[(g)]	1.91[(g)]	**2.11**
Gearing (times):					
- Total borrowings	0.87	1.01	1.52	1.85	**1.48**
- Excluding non-recourse borrowings[(f)(h)]	0.16	0.40	0.78	1.00	**0.91**
Net Gearing (times)					
- Total borrowings	0.51	0.63	1.01	1.24	**1.23**
- Excluding non-recourse borrowings[(f)(h)]	(0.19)[(i)]	0.01	0.27	0.39	**0.65**
Adjusted Revenue[(e)]	1,194	2,672	5,007	3,775	**6,381**
Adjusted Core EBITDA[(e)]	897	865	1,533	1,476	**1,972**
Adjusted Core EBITDA Margin (%)[(e)]	75.2	32.4	30.6	39.1	**30.9**
Adjusted Net Debt[(e)]	1,854	2,475	4,102	5,683	**7,778**
Adjusted Net Debt/Adjusted Core EBITDA (times)[(e)]	2.07	2.86	2.68	3.85	**3.94**

Notes:

(a) Computed based on number of ordinary shares issued as at financial year end.

(b) Computed based on weighted average number of ordinary shares in issue as at financial year end (excluding treasury shares).

(c) Amount restated for FYE 2021.

(d) Amount restated for FYE 2022.

(e) Adjusted amount/ratio is defined as the Group's relevant financials plus the Group's share of relevant financials of its joint ventures and associates.

(f) Computed based on total loans and borrowings of the Group less non-recourse borrowings.

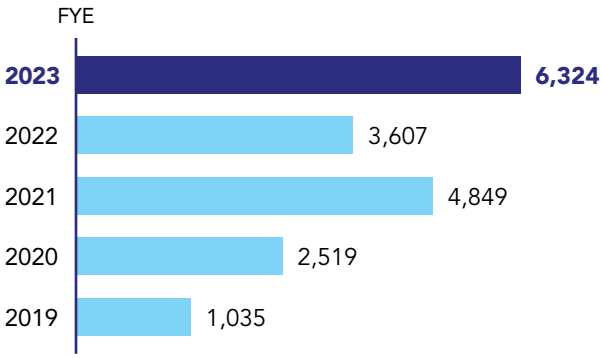
(g) Amount adjusted for FYE 2022 and FYE 2021 to reflect the bonus issue of 1 bonus share for 1 existing ordinary share which was completed on 14 April 2022, the bonus element of the rights issue of 2 rights shares for every 5 existing ordinary shares which was completed on 28 June 2022 and distributions declared to holders of perpetual securities in determining the profits attributable to ordinary equity shareholders. Refer to Note 14 to the Financial Statements for further details on the restatement of prior years' basic earnings per share.

(h) Non-recourse borrowings refers to project financing loans where the Group's guarantee has been released and the lenders are only entitled to loan repayments from cash flows of the projects the loan is financing, and not from any other assets of the Group.

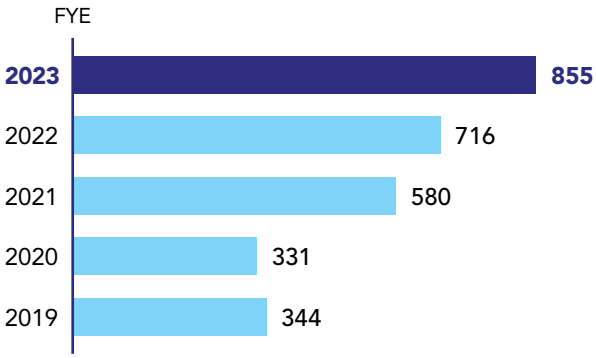
(i) Excluding non-recourse borrowings, the Group was in a net cash position of RM703 million as at 31 January 2019.

GROUP FINANCIAL HIGHLIGHTS

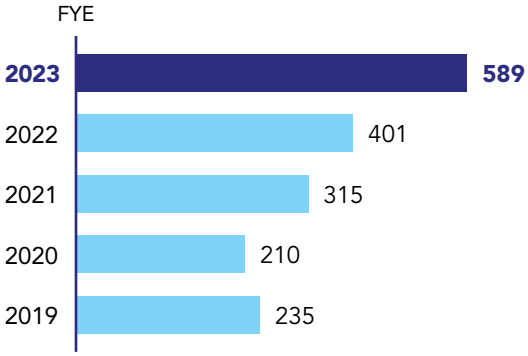
Revenue
RM million



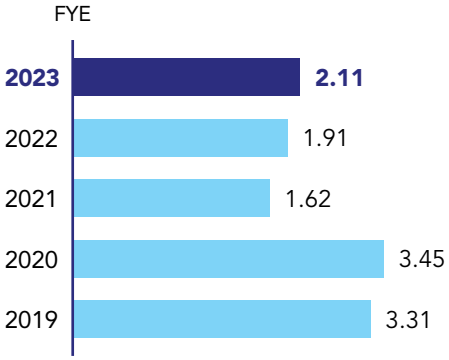
Profit Before Tax
RM million



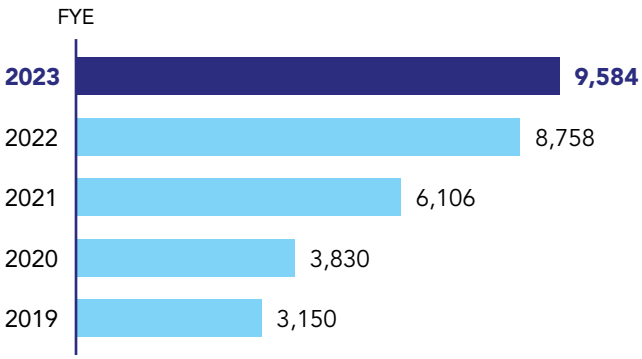
Profit After Tax and Minority Interests
RM million



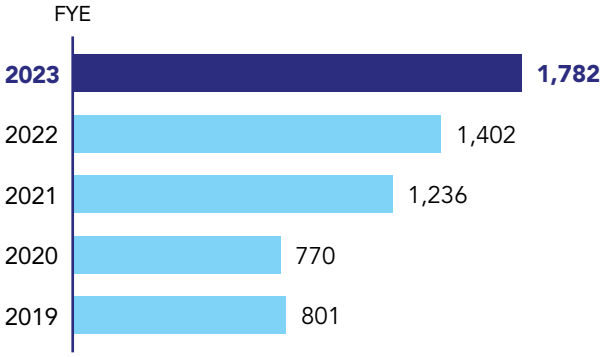
Net Assets Per Share
RM



Total Borrowings
RM million



Earnings Before Interest, Tax, Depreciation and Amortisation
RM million



KEY EVENTS

2022

FEB

7 Signed firm contracts with Petrobras for FPSO Maria Quitéria in Brazil.

18 Formed joint venture with GTMA to develop and operate chargEV – Malaysia's largest EV charging network.

21 Signed firm contracts with Enauta for FPSO Atlanta in Brazil.

22 - 23 Yinson Renewables entered Brazil with acquisition of two late-stage wind development projects.

MAR

22 - 25 Joined Offshore Technology Conference Asia 2022.

31 Awarded the BPAM Bond Market Award 2022 for Top Issuance.

APR

4 Won Silver at the 7th Asia Integrated Reporting Awards 2021.

4 - 7 Updated on the Hydroglyder at Nor-shipping 2022.

5 Provided phonics training and books to host communities in Ghana.

12 Doubled recipients of scholarship programme in Yinson Ghana's host communities.

KEY EVENTS

2022

MAY

2 - 5 Participated in Offshore Technology Conference Houston 2022.

12 Formed a joint venture with Plus Xnergy to develop 250 MW of solar projects.

18 Recognised for sustainability efforts at the Global Good Governance Awards 2022.

JUN

8 Held grand naming ceremony for FPSO Anna Nery with Sumitomo.

23 Named 'Most Honored Company' in the 2022 All-Asia Executive Team survey by Institutional Investor.

24 Bagged two awards at Employee Experience Awards 2022 Malaysia.

28 Completion of rights issue, which raised RM1.19 billion and was oversubscribed by 22.31%.

29 Entered into an exclusivity agreement with bp to reserve FPSO Nganhurra for PAJ project in Angola.

30 Received a 12-month extension of charter contract for FPSO PTSC Lam Son.

JUL

6 Accorded 'Regional – Best Liquidity & Investment Solution' at The Asset Triple A Treasury, Trade, Sustainable Supply Chain and Risk Management Awards 2022.

14 Held 29th Annual General Meeting.

18 Recognised at Australasian Reporting Awards 2022.

21 Launched EV leasing programme in Malaysia.

22 Partnered with Ghana Education Service to organise inaugural Yinson Reading and Spelling Bee Competition.

AUG

3 Provided a new canteen for the Apowa Methodist Basic School in Ghana.

3 Supported the rescue and treatment of demoiselle cranes in India and wildlife rescue and release operations in Jawai Bandh Leopard Conservation Reserve.

KEY EVENTS

AUG

8 Signed MoU with GoCar to provide chargEV solutions and services to GoCar users.

16 Collaborated with Dinamikjaya Motors as EV leasing partners.

18 Signed MoU with Cyberview for the development of Smart Mobility ecosystem.

29 Signed Memorandum of Collaboration with AEON Group to develop Malaysia's largest retail EV charging network.

SEP

5 - 8 Participated in One Young World 2022 Manchester Summit.

6 Recognised as one of Malaysia's Best Managed Companies 2022 by Deloitte.

8 Entered Indonesian market through acquisition of Inecosolar.

14 Won 'Best Sustainability Sukuk of the Year' at the Global Islamic Finance Awards 2022.

KEY EVENTS

2022

SEP

26 - 29 Participated in Rio Oil & Gas 2022 in Rio de Janeiro.

27 eMoovit signed MoU with Rapid Bus to collaborate on autonomous electric bus trial at BRT Sunway.

28 Commenced construction of all-electric cargo vessel Hydromover with Goal Zero Consortium partners.

29 Joined the United Nations Global Compact initiative.

30 Supported a local biodiversity programme with Free Tree Society in Kuala Lumpur.

OCT

3 - 7 Participated in Africa Oil Week 2022 in Cape Town.

6 Secured USD720 million mini-perm financing for FPSO Maria Quitéria.

OCT

18 Launched first phase of EV-friendly Starbucks stores in partnership with Starbucks Malaysia.

27 Won three awards at The Asset Triple A Islamic Finance Awards 2022.

31 Won 'Highest Return on Equity Over Three Years' under the Energy Sector category at The Edge Billion Ringgit Club 2022 Awards.

NOV

2 Yinson Miri sponsored mooring lines installation at Miri-Sibuti Coral Reefs National Park.

5 Recognised with 'Industry Excellence Award' at MSWG-ASEAN Corporate Governance Award 2021.

17 Won 'Best Treasury Transformation Project' at Adam Smith Awards Asia 2022.

KEY EVENTS

NOV

22 - 24 Participated in Local Content Conference 2022 in Takoradi, Ghana.

24 Visited SMK Seksyen 19 to receive updates on Teach For Malaysia's tutoring programme for disadvantaged students, which Yinson has supported since October 2021.

28 Won Gold for the 'Best Performing Company in the Energy Sector' at The Edge ESG Awards 2022.

DEC

2 Yinson Singapore recognised as one of the 'Best Companies to Work for in Asia'.

DEC

2 Entered into APA for Agogo Project in Angola.

6 Achieved 2nd percentile ranking by Sustainalytics for both the Energy Services industry and the Oil & Gas Equipment sub-industry.

8 Yinson Kuala Lumpur recognised as one of the 'Best Companies to Work for in Asia'.

9 Signed MoU with AVEVA to develop fully autonomous and sustainable FPSO solutions.

KEY EVENTS

2023

JAN

11 Successfully completed contract for FPSO Adoon in Nigeria.

31 Supported three orphanages in Rivers State, Nigeria.

FEB

2 Supported Starbucks Malaysia with five EVs for their corporate fleet.

7 Awarded 'Pioneer Sustainable Development Action Recognition' at UNGC Malaysia and Brunei Sustainable Performance Awards 2022.

7 Acquired London Marine Group Limited.

13 Yinson Scholars Programme extended to include undergraduate scholarships.

20 Invested in Zeabuz to develop autonomous solutions for electric marine vessels.

27 Signed firm contracts for FPSO Agogo in Angola.

MAR

1 Launched Farosson, a new business unit that provides advisory solutions, investments and asset management.

16 Yinson GreenTech entered into collaboration agreement with Gentari and EV Connection for greater charging infrastructure convenience.

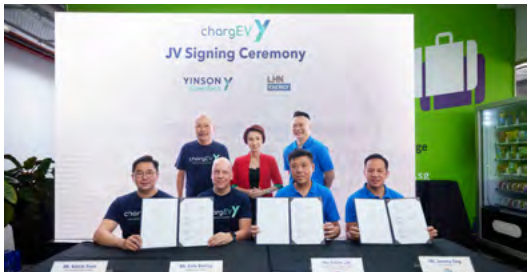
MAR

16 Participated in Bursa Malaysia's inaugural carbon credit auction.

16 Recognised as an 'ESG Industry Top Rated Company' by Sustainalytics.

28 Won 'Diversity Champion' at the LinkedIn Talent Awards 2022.

29 Signed joint venture agreement with LHN Group to bring chargEV fast charging hubs and services to Singapore.



APR

21 Officially launched DC and AC chargers at Berjaya Times Square, Kuala Lumpur.

25 Signed MoUs with Wilhelmsen Ships Service, OPL Services, Mencast Marine and Zeabuz during Singapore Maritime Week.

MAY

1 Yinson Ghana commissioned new ICT lab in Apowa.

7 FPSO Anna Nery achieved first oil.

OUR INVESTMENT CASE

16 Global Presence
18 Key Assets and Strategic Investments
22 Strategic Alliances
23 Our Approach to Sustainability

Alya Maisarah Binti Rajudin, Age 14

GLOBAL PRESENCE

UNITED STATES
Houston

- Marketing representation

UNITED KINGDOM
London

- Office

NETHERLANDS
The Hague

- Office

COLOMBIA

- Renewables Development

PERU

- Renewables Development

ITALY

- Renewables Development

BRAZIL
Rio de Janeiro

- Office
- FPSO Anna Nery
- FPSO Maria Quitéria*
- FPSO Atlanta*
- Renewables Development

CHILE

- Renewables Development

GHANA
Accra

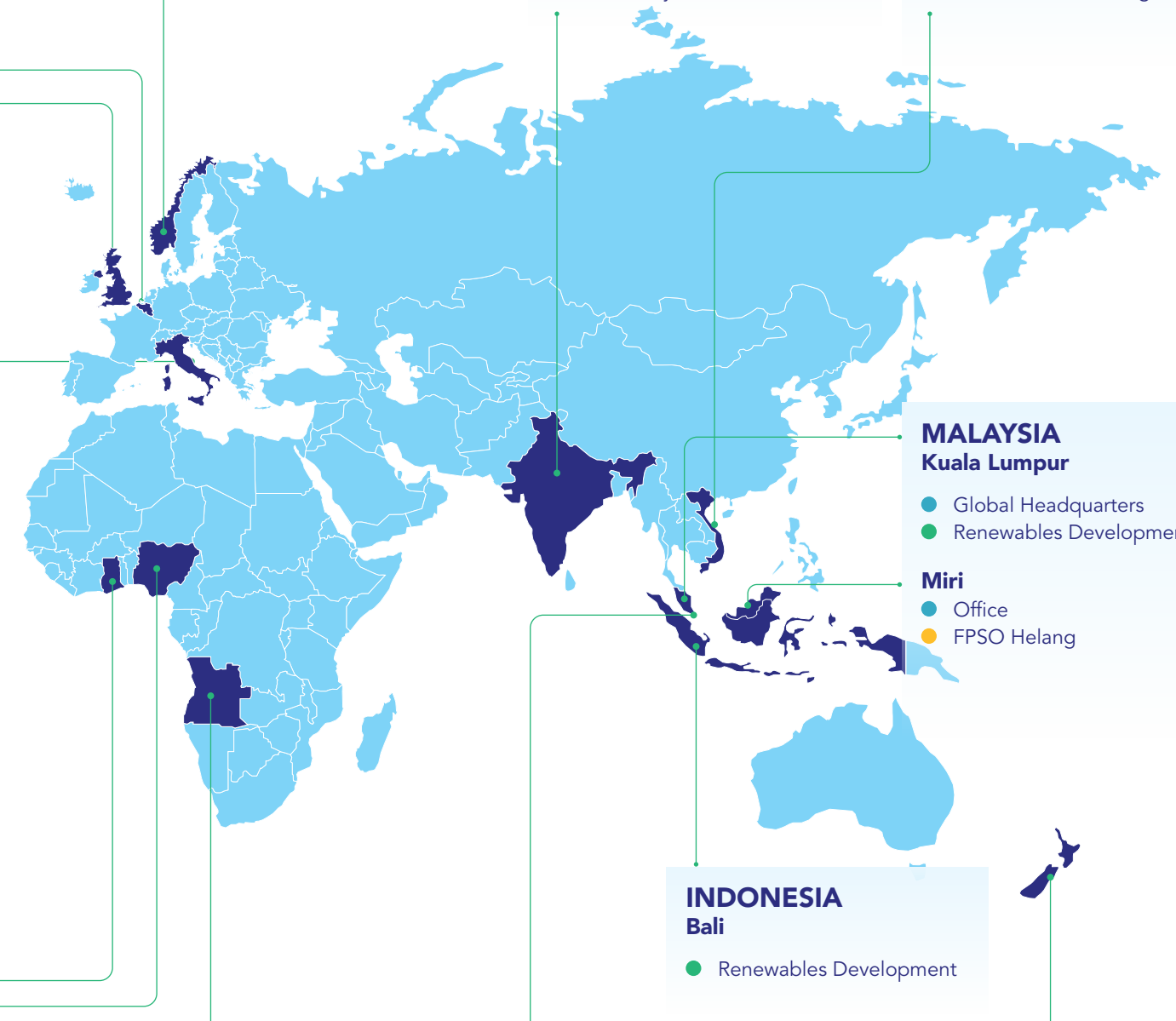
- Office
- FPSO John Agyekum Kufuor

NIGERIA
Port Harcourt

- Office
- FPSO Adoon
  Contract ended in January 2023.
- FPSO Abigail-Joseph

Headquarters and offices *Marketing representations* *Offshore production assets*

GLOBAL PRESENCE



NORWAY
Oslo

- Offshore Operations Headquarters
- Renewables Headquarters

INDIA
New Delhi

- Office
- Rising Bhadla 1 & 2 Solar Plants
- Nokh Project

VIETNAM
Ho Chi Minh City

- Marketing representation
- FPSO PTSC Lam Son
- FSO PTSC Bien Dong 01

MALAYSIA
Kuala Lumpur

- Global Headquarters
- Renewables Development

Miri

- Office
- FPSO Helang

INDONESIA
Bali

- Renewables Development

ANGOLA
Luanda

- Office
- FPSO Agogo#

SINGAPORE

- Offshore Projects Headquarters
- Green Technologies Headquarters
- Farosson Headquarters

NEW ZEALAND

- Renewables Development

Renewables developments and assets

** On track for deployment in 2024*

 # On track for deployment in 2025

KEY ASSETS AND STRATEGIC INVESTMENTS

OFFSHORE PRODUCTION

FPSO ADOON
Field : Block OML 123, Nigeria
Charterer : Addax Petroleum (subsidiary of Sinopec)
Contract ended in January 2023

FSO PTSC BIEN DONG 01
Field : Block 05-2/05-3, Vietnam
Charterer : PTSC (subsidiary of Petrovietnam)
Joint venture with PTSC

FPSO PTSC LAM SON
Field : Block 1-2/97, Vietnam
Charterer : PTSC (subsidiary of Petrovietnam)
Joint venture with PTSC

FPSO JOHN AGYEKUM KUFUOR
Field : OCTP Block, Ghana
Charterer : ENI

FPSO HELANG
Field : Block SK10, Malaysia
Charterer : JX Nippon

FPSO ABIGAIL-JOSEPH
Field : Block OML 83 & 85, Nigeria
Charterer : FIRST E&P

KEY ASSETS AND STRATEGIC INVESTMENTS

FPSO ANNA NERY
Field : Marlim Field, Brazil
Charterer : Petrobras

FPSO MARIA QUITÉRIA
Field : Jubarte Field, Brazil
Charterer : Petrobras
Currently under conversion, on schedule for deployment in 2024

FPSO ATLANTA
Field : Atlanta Field, Brazil
Charterer : Enauta
Currently under conversion, on schedule for deployment in 2024

FPSO AGOGO
Field : Block 15/06, Angola
Charterer : Azule Energy
Currently under conversion, on schedule for deployment in 2025

Scan the QR code for further details on our offshore production assets, including production capacity, contract durations and orderbook

KEY ASSETS AND STRATEGIC INVESTMENTS

RENEWABLES

RISING BHADLA 1 & 2 SOLAR PLANTS

Location : Bhadla Solar Park, Rajasthan, India
Counterparty : NTPC Limited
Generation capacity : 140 MW(AC)/175 MWp(DC)

NOKH PROJECT

Location : Nokh Solar Park, Rajasthan, India
Counterparty : NTPC Limited
Generation capacity : 190 MW(AC)/285 MWp(DC)

Scan the QR code for further details on our renewables assets

OFFSHORE MARINE

YINSON HERMES

Vessel type : AHTS; DPS-1

PTSC LAM KINH

Vessel type : AHTS; DPS-1

YINSON PERWIRA

Vessel type : AHTS; DPS-2

PTSC HUONG GIANG

Vessel type : PSV; DPS-2

Scan the QR code for further details on our offshore marine assets

KEY ASSETS AND STRATEGIC INVESTMENTS

GREEN TECHNOLOGIES

THE HEART OF OUR BUSINESS IS ELECTRIFICATION

Marine transport

- Electric vessels leasing
- Technology-enhanced
- Autonomous vessels

marinEV

Urban mobility

- Electric vehicles leasing
- Technology-enhanced
- Autonomous vehicles

drivEV

Micromobility

- Electric bikes and scooters
- Battery swapping stations
- Embedded IoT system

rydeEV

Charging infra

- Charge point operator
- Charging hubs
- Microgrid and energy storage

chargEV

Digital

- Software as a Service
- Digital marketplace platform

OUR INVESTED COMPANIES

Marine

LIFT OCEAN	SHIFT	zeabuz
Hydrofoil system for marine electric vessels	Marine battery swapping solutions	Autonomous vessel technologies

Mobility

OYIKA	emoovit	MooVita
Electric bike battery swapping solutions	Autonomous vehicle technologies	Autonomous vehicle technologies

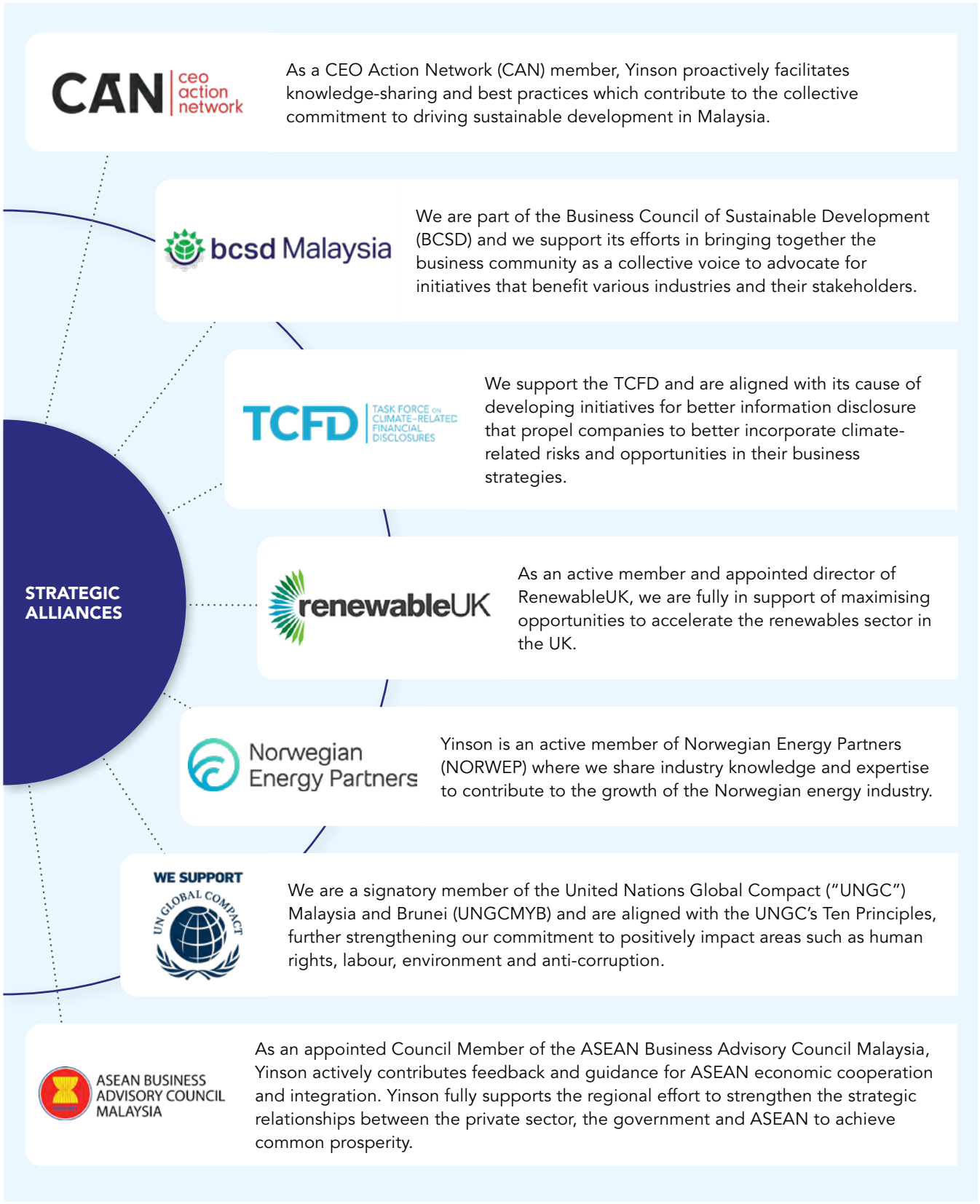
OUR R&D PARTNERSHIPS

NUS National University of Singapore	MPA SMI	TCOMS SIT Singapore Institute of Technology	CYBERVIEW	SIT Singapore Institute of Technology	MMU Multimedia University
NUS-YGT joint programme for AV buses	MPA-SMI grant call for electric vessels	Digital twin for electric vessels	Cyberview Malaysia living lab and office	FCP grant call for 5G plans and development	Sandbox and testing for electric vehicles

Scan the QR code for further details on Yinson GreenTech, including latest news and updates

STRATEGIC ALLIANCES

Throughout the years, Yinson has formed strategic alliances with public and private bodies to share ideas in tackling some of the world's most pressing and emerging issues. It is through these alliances with like-minded organisations that we are able to leverage our respective expertise and resources to expand our collective influence, bringing powerful solutions for greater impact and value creation. Below are some key examples of the alliances that we are part of.



CAN ceo action network

As a CEO Action Network (CAN) member, Yinson proactively facilitates knowledge-sharing and best practices which contribute to the collective commitment to driving sustainable development in Malaysia.

bcsd Malaysia

We are part of the Business Council of Sustainable Development (BCSD) and we support its efforts in bringing together the business community as a collective voice to advocate for initiatives that benefit various industries and their stakeholders.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

We support the TCFD and are aligned with its cause of developing initiatives for better information disclosure that propel companies to better incorporate climate-related risks and opportunities in their business strategies.

renewableUK

As an active member and appointed director of RenewableUK, we are fully in support of maximising opportunities to accelerate the renewables sector in the UK.

Norwegian Energy Partners

Yinson is an active member of Norwegian Energy Partners (NORWEP) where we share industry knowledge and expertise to contribute to the growth of the Norwegian energy industry.

WE SUPPORT UN GLOBAL COMPACT

We are a signatory member of the United Nations Global Compact ("UNGC") Malaysia and Brunei (UNGCMYB) and are aligned with the UNGC's Ten Principles, further strengthening our commitment to positively impact areas such as human rights, labour, environment and anti-corruption.

ASEAN BUSINESS ADVISORY COUNCIL MALAYSIA

As an appointed Council Member of the ASEAN Business Advisory Council Malaysia, Yinson actively contributes feedback and guidance for ASEAN economic cooperation and integration. Yinson fully supports the regional effort to strengthen the strategic relationships between the private sector, the government and ASEAN to achieve common prosperity.

OUR APPROACH TO SUSTAINABILITY

Sustainability forms our key strategic direction in Yinson. We do this purposefully to align with society's expectations of us and enhance stakeholders' value. Our Group-wide Sustainability Policy contains principles that form the foundation of the way we do business and how we interact with the communities where we operate.

SUSTAINABILITY VISION

We aim to enhance long-term shareholder value with due regard to the environmental, economic, social and governance aspects by being a reliable and adaptable partner to our stakeholders.

SUSTAINABILITY PRINCIPLES

Environmental Conservation & Protection

Championing Human Rights & Human Capital Development

Embracing Good Corporate Governance

These principles form the foundation of our ESG practices. While we work to continue to improve affordable and clean energy accessibility, we aim to do so responsibly for the environment and contribute positively to the communities where we operate. To that end, we take proactive steps to prevent pollution, reduce emissions and engage in community development.

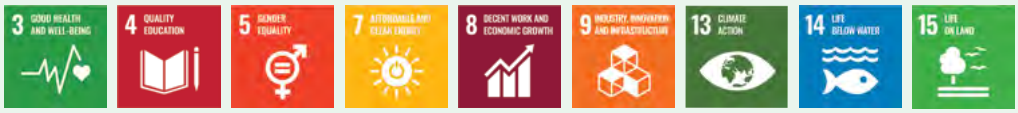
OUR APPROACH TO SUSTAINABILITY

Yinson is committed to our Climate Goals to achieve carbon neutrality by 2030 and net zero emissions by 2050. Our Climate Goals Roadmap and Climate Report outline the strategy and progress towards achieving our Climate Goals. Moving forward, we will continue to work with our business partners, clients, governments, non-governmental organisations ("NGOs") and industry associations to implement our sustainability agenda.

These principles are underpinned by our Core Values, R.O.A.D.S., and align with the United Nations Sustainable Development Goals ("UN SDGs").

The UN SDGs are an important consideration in determining how we set our sustainability targets in line with society's expectations. We contribute directly to nine SDGs across our business units and map out our activities accordingly, as highlighted throughout this Report. We advocate for and invite businesses across our value chain to do the same, and encourage their contribution to the broader SDGs.

YINSON'S ALIGNMENT WITH THE UN SDGs



COMMITMENT TO SUPPORTING THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT

WE SUPPORT

Yinson believes that corporate sustainability starts with a company's value system and a principles-based approach to doing business. This means operating in ways that meet fundamental responsibilities in the areas of human rights, labour, the environment and anti-corruption.

By incorporating the Ten Principles of the UNGC into our strategies, policies and procedures, and establishing a culture of integrity, Yinson not only upholds our basic responsibilities to the people and the planet, but also sets the stage for long-term success.

Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights
2. Make sure that they are not complicit in human rights abuses

Labour

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
4. The elimination of all forms of forced and compulsory labour
5. The effective abolition of child labour
6. The elimination of discrimination in respect of employment and occupation

Environment

7. Businesses should support a precautionary approach to environmental challenges
8. Undertake initiatives to promote greater environmental responsibility
9. Encourage the development and diffusion of environmentally friendly technologies

Anti-corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery

OUR APPROACH TO SUSTAINABILITY

SUSTAINABILITY GOVERNANCE

Yinson has established a sound and efficient governance structure to guide and manage sustainability-related matters as part of its existing corporate governance structure. The success of the governance structure is the result of sustainable leadership from our Board and Senior Management, which collectively form our leadership team.

We have Board-level oversight and Management-level responsibility in governing sustainability matters. We constantly engage with our stakeholders, both internally and externally, to identify topics of concern covering economic and ESG aspects. The feedback arising from our stakeholder engagements is used to prioritise focus areas and identify areas of improvement, as demonstrated in our materiality assessments. This helps us to better understand societal concerns and navigate our business through an ever-evolving environment.

SUSTAINABILITY GOVERNANCE STRUCTURE IN YINSON

Board-level oversight

Climate strategy and issues oversight, including coordination at Board level.

Oversight of Yinson's business model transformation towards a low-carbon economy.

Management-level responsibility

Definition and review of climate strategic plan in which priorities of climate-related metrics are set.

Management of climate-related risks and opportunities, including monitoring of action plan towards transition to a low-carbon economy.

OUR APPROACH TO SUSTAINABILITY

SUSTAINABILITY FOCUS AREAS

YINSON SUSTAINABILITY FRAMEWORK

We aim to enhance long-term stakeholder value through environmental conservation & protection, championing human rights & human capital development and embracing good corporate governance

Environmental Conservation & Protection

Climate resilience
- Climate-related initiatives
- Development of renewables and green technologies businesses
- Sustainability data monitoring, reporting and verification

Carbon emissions management
- R&D on low-carbon solutions to support sustainable strategy

Pollution, waste & energy management
- Operational eco-efficiency improvement programme

Biodiversity
- Biodiversity programme

Championing Human Rights & Human Capital Development

Training & development
- HR Transformation Plan

Operational health & safety
- YP HSSEQ Strategy Review
- Emergency Response Programme
- Safety Culture Transformation Programme (SAYFR)

Employee rights & benefits
- Human & Labour Rights Due Diligence Programme
- Employee health and wellbeing

Anti-discrimination
- DEI awareness programmes

Community development and inclusive growth
- Community development and CSR programmes

Embracing Good Corporate Governance

Anti-bribery & anti-corruption, and Sustainability Governance
- Ethics and compliance awareness and development programme

Supply chain management
- Sustainable procurement
  - ESG supply chain screening

Business continuity & performance
- Sustainability-linked financial instruments
- Group Strategic IT Roadmap

Yinson recognises the importance of operationalising sustainability in driving positive change. Our strategy takes into consideration our material matters and is designed to create long-term value for our stakeholders. We have strategically channelled our corporate efforts into the above key sustainability focus areas to drive positive change. Yinson is in the midst of conducting a Group-wide ESG target setting exercise that will be aligned with the following frameworks:

- Bursa Malaysia's Common Sustainability Indicator requirements as per the enhanced sustainability reporting framework.
- UNGC Principles.
- Selected SDGs.

At Yinson, we aspire to be part of the solution towards creating a low-carbon, climate-resilient environment by providing access to affordable, reliable and sustainable energy. We endeavour to work with like-minded partners and stakeholders throughout our value chain to achieve our shared objectives. We advocate for the incorporation of sustainable and emissions-lowering features into the design of our offshore production assets to support and accelerate the energy transition. Yinson Production ("YP") is working closely with our partners to develop innovations in the offshore energy production space, such as the Zero Emissions FPSO Concept.

Since its establishment in 2019, Yinson Renewables ("YR") has built a strong and growing portfolio of assets across the entire renewables value chain, focusing on the three core regions of Latin America, Europe and the Asia Pacific. We also established Yinson GreenTech ("YGT") in 2020 as a green technologies solution provider delivering a clean, integrated and technology-enhanced transport ecosystem across land and sea. YGT aims to create a proprietary digital marketplace that provides affordable and accessible tech-based low-carbon products and services to help businesses and communities achieve their own net zero ambitions.

LEADERSHIP MESSAGES

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Aishah Sofea Binti Isma Fariz, Age 14

CHAIRMAN STATEMENT

Commentary by Mr Lim Han Weng, Group Executive Chairman

RM1.19 billion
raised through rights issue exercise, oversubscribed by
22.31%

USD720 million
syndicated loan financing facility secured to finance FPSO Maria Quitéria's construction

Participated in Bursa Malaysia's inaugural
Voluntary Carbon Market

Recommended final dividend of
1.0 sen
per ordinary share for FYE 2023

PAT was
RM588 million,
an increase of
12.2%
over FYE 2022

On behalf of the Board, I am pleased to present Yinson's Integrated Annual Report 2023. In the financial year under review, we continued to deliver strong and steady financial results, driven by our aim of creating a long-term and sustainable economy that is fair and equitable to all. We can only achieve a sustainable future if it is inclusive. To us, this means that we will anchor our strategic decisions around taking care of those who are most vulnerable and affected by the changes.

CHAIRMAN STATEMENT

NAVIGATING A YEAR OF RECOVERY

2022 started with the world breaking free from the chains of the pandemic as countries lifted restrictions, embraced endemicity and rebuilt economies. The greater economic activity lifted consumer demand, created supply shortages and drove prices of food, energy and commodities higher, complicated by supply chain disruptions that were still recovering from the effects of the pandemic.

The onset of the Russia-Ukraine conflict in February 2022 exacerbated the situation, pushing prices of commodities, energy and food even higher. Oil prices hit a high of USD127 per barrel in March 2022 and remained elevated for the rest of the year.

As a result, inflation rose to multi-year highs in many economies, leading to central banks rapidly tightening monetary policy to subdue inflationary pressures. The higher inflation weighed on economic growth prospects, with the International Monetary Fund forecasting global growth of 3.4% in 2022, compared to the 6.0% achieved in 2021.

Amid this backdrop, however, global demand for clean, affordable and stable energy continues to grow, which has helped drive expansion in all our business units. The Floating, Production, Storage and Offloading ("FPSO") market, for example, continues to see strong demand for contractors like Yinson, who have an edge in emissions reduction technologies and a solid track record of on-time delivery and safety and operational performance.

The broader effect of elevated energy prices is the acceleration of the energy transition, as more investments pour into developing renewable and alternative sources of energy. This has supported the progress of our renewables pipeline in our core markets of Latin America, the Asia Pacific and Europe. We are pleased that in the financial year under review, we tripled the capacity of our projects under construction and in development. Concurrently, our Green Technologies business charted remarkable growth in the area of electrification as the automotive and marine transport industries decarbonised aggressively.

KEY MILESTONES

In FYE 2023, we successfully secured financial resources to fund our FPSO projects under construction. In June 2022, our largest rights issue to-date amounted to RM1.19 billion and was oversubscribed by 22.31%. The proceeds from the rights issue fuelled our Group's growth and expansion plans in the FPSO business and improved our net gearing and financial position. Additionally, in October 2022, we obtained a six-year USD720 million syndicated loan financing facility from a consortium of local and international banks to finance the ongoing construction of FPSO Maria Quitéria.

Then in late 2022, we issued RM360 million of Islamic notes under our Subordinated Perpetual Islamic Notes Programme to refinance existing perpetual bonds.

In going to the market thrice during the year, we were encouraged by the strong reception received, despite tighter market liquidity in a rising interest rate environment. This was a clear vote of confidence in Yinson's abilities to deliver value to our stakeholders and a testament to the effectiveness of our business strategies.

STRENGTHENING OUR LEADERSHIP

I am very pleased to welcome Puan Fariza binti Ali @ Taib as a Non-Independent Non-Executive Director, effective 31 May 2023. Puan Fariza is the Head of the Real Estate Investment Market Department at the Employees Provident Fund ("EPF"), and previously held the roles of Head of Fixed Income Portfolio and Head of External Fund Management. Her experience in the areas of portfolio management investments and capital markets will prove invaluable to the Group as we navigate the transforming economic landscape and continue to drive growth across our business units. Puan Fariza replaces Puan Rohaya binti Mohammad Yusof, who stepped down from the Board after faithfully serving as Non-Independent Non-Executive Director for over three years. Puan Rohaya's extensive experience in finance, investments, policy and governance, has greatly strengthened our Board, and her valuable insights have guided us through one of the most pivotal periods of Yinson's growth. We sincerely thank Puan Rohaya for her contribution and wish her all the best in all her future endeavours.

The Group continued to evolve internally to support our business strategies in line with our rapid growth. From late 2022, we strengthened the leadership and key functions of our business units towards facilitating greater decision-making autonomy. This, plus the reorganisation of business activities into their respective business units, will result in stronger governance and decision-making according to the unique needs of each of our businesses and ensure that Yinson can continue building and growing in a sustainable manner.

We also made changes at the Senior Management level with the position of the Group Chief Strategy Officer ("Group CSO") being succeeded by Mr Chai Jia Jun, who was the Director of the Group CEO Office. Mr Daniel Bong, who previously held the position of Group CSO and Head of Group Corporate Advisory, has been appointed as the Chief Executive Officer ("CEO") of Farosson, our newest business unit headquartered in Singapore. At Farosson, Daniel will spearhead Yinson's foray into advisory solutions, investments and asset management with a focus on capital recycling activities and sustainable infrastructure investing.

CHAIRMAN STATEMENT

DELIVERING VALUE

In FYE 2023, the Group delivered a strong set of financial results, recording higher revenue of RM6.3 billion (FYE 2022: RM3.6 billion) mainly driven by FPSO Maria Quitéria and FPSO Atlanta, which commenced Engineering, Procurement, Construction, Installation & Commissioning ("EPCIC") business activities in the current financial year. Correspondingly, PAT was RM588 million, an increase of 12.2% over FYE 2022.

We have distributed RM29 million in dividends for FYE 2023, representing 1.0 sen per ordinary share declared for FYE 2023. Including the final dividend of 2.0 sen per ordinary share in respect of FYE 2022 paid in the current financial year, the total distribution to shareholders in FYE 2023 amounted to RM87 million. In addition, we have recommended a final dividend of 1.0 sen per ordinary share for FYE 2023 for shareholders' approval at the forthcoming 30th Annual General Meeting ("AGM").

GOVERNANCE

At Yinson, we continuously strive to improve our corporate governance standards through a strong commitment to ethics and integrity, exercising discipline in our risk management and sustainability practices while enhancing the quality of our disclosures. In the year under review, we updated the Board Charter to recognise the renaming of the Board Risk Management Committee ("BRMC") to the Board Risk and Sustainability Committee ("BRSC"). This change further institutionalises and reinforces the management and oversight of sustainability in Yinson at Board-level.

In the context of anti-bribery and anti-corruption, we enabled self-paced learning on Yinson's Learning Management System ("LMS") and translated our Anti-Bribery and Anti-Corruption ("ABAC") Policy and Procedure Guide and other compliance-related policies and procedures to Portuguese, in line with our growth in Brazil. Additionally, both YHB and YP underwent their first Anti-Bribery Management System ("ABMS") Surveillance Audit for the ISO 37001:2016 and received commendable feedback on the implementation of the system from Bureau Veritas, the external certification body.

From a risk management perspective, we developed the climate risk and unique risk profiles for YGT and YP and appointed Risk Coordinators for key business units. In addition, the risk management database was digitalised to enable a single risk repository system which consolidates the risk data at a single source, with enhanced risk dashboard reporting.

Yinson's commitment to governance best practices has been recognised this year through a range of awards, such as the Industry Excellence Award under the energy sector at the MSWG-ASEAN Corporate Governance Award and two awards at the Global Good Governance Awards for Leadership in Sustainability and Excellence in Green Innovation and Solutions. For our dedication to balanced and transparent reporting, Yinson's Annual Report won silver at both the Australasian Reporting Awards and the 7th Asia Integrated Reporting Awards.

SUSTAINABILITY AT OUR CORE

Yinson continues to make significant progress in building the sustainability of our business, aligning our decision-making, strategies and actions with our unyielding mission of making inclusive, community-focused ESG decisions.

In this context, we are injecting urgency into our climate action. We joined the UNGC as a signatory member, further affirming our commitment to improving our environmental, labour and human rights and anti-corruption performance.

Yinson was one of 15 companies to successfully participate in Bursa Malaysia's inaugural Voluntary Carbon Market. We believe that putting a value on carbon is a step in the right direction for Malaysia as this can spur market players to more effectively manage their carbon footprint. We will continue to support the Voluntary Carbon Market and will participate in the development of its ecosystem.

Our sustainability performance has earned us commendable ESG ratings. We were awarded 'ESG Industry Top Rated Company' by Sustainalytics, following a significant improvement in our performance in 2022 that placed us in the 2nd percentile of global energy companies. We also achieved a marked improvement in our ratings with FTSE4Good in 2022 to be placed among the top 25% of public listed companies ("PLCs") on the FBM EMAS. These achievements were accompanied by a number of awards, such as 'Gold' at The Edge ESG Awards and 'Pioneer in Sustainable Development Action' recognition from UNGC Malaysia and Brunei.

During the year under review, we continued to participate in corporate social responsibility ("CSR") initiatives that empower communities and conserve the environment, guided by the nine SDGs that we align with as a Group.

Under the Yinson Scholars Programme in Ghana, which has been ongoing since 2019, we doubled our scholarship recipients from 10 students to 20 students annually in 2022 and extended the programme to include undergraduate scholarships. Since inception, this programme has provided scholarships to 60 Senior High School students and five undergraduate students from low-income families.

CHAIRMAN STATEMENT

We also built and furnished a new canteen, classroom block and library, organised a reading and spelling competition, conducted teacher training and donated laptops.

In doing our part for the environment, we installed mooring lines and buoys at the Miri-Sibuti Coral Reefs National Park, Sarawak, which will prevent damage to coral reefs underwater. Our subsidiary in India, Rising Sun Energy, through a partnership with the Wildlife Trust of India (WTI) saved demoiselle cranes affected by the H5N1 virus and a leopard trapped in a well. In Kuala Lumpur, our employees volunteered in a tree planting activity with the Free Tree Society.

These, and many more CSR activities, will continue to be an important part of how we do business.

A STRONG, STABLE OUTLOOK

As we look ahead, we remain optimistic about the future of our businesses, fuelled by the strong demand for energy. However, we also recognise the various uncertainties that exist in the markets we operate in. That is why we are committed to putting sustainability and ESG front and centre, making them the heart of our decision-making process. By doing so, we believe that we can weather the ups and downs of the energy market while delivering sustained value to our stakeholders.

We are proud to be doing our part for the communities and the environment, and we believe that our foundation built on sustainability will continue to set us apart. With a long-term perspective and a commitment to doing what is right, we are confident that we can continue to grow and succeed, while making a positive impact on the world around us.

The world must achieve net zero to survive; there is no doubt about it. Yet, net zero must not happen without a just and inclusive transition. We cannot let the desire for perfection be an obstacle that prevents us from doing good. As we embark on this journey, especially as a forerunner in this space, we are likely to make some mistakes. However, we are determined to learn from those mistakes and move forward stronger and wiser than ever. As we step forward boldly, we believe we will discover opportunities that could potentially be bigger than any industrial revolution the world has ever seen.

We are excited about the opportunities that lie ahead to embrace the energy transition and we will continue to strengthen our rights to win in partnership with many other like-minded stakeholders.

ACKNOWLEDGEMENTS

In closing, we would like to say thank you to all those who have contributed to our success. Thank you, my fellow Board members for your wisdom and counsel in guiding the Company forward. To our shareholders and investors, we value the trust you have placed in us and remain committed to delivering long-term value. To our clients and partners, we are grateful for the opportunity to work with you. We remain steadfast in delivering on our commitments to the best of our abilities.

For the communities where we operate, we recognise the importance of being good corporate citizens and are committed to creating positive environmental, social and economic impacts. And finally, to our employees and their families, we deeply appreciate your hard work and dedication. You are the backbone of our Company, and our success is directly tied to your contributions. We look forward to continuing to work together to achieve our goals.

GROUP CEO REVIEW

Commentary by Mr Lim Chern Yuan, Group Chief Executive Officer

The year 2022 saw the acceleration of our transition to becoming a sustainability-driven energy infrastructure and technology company, as we made significant strides in creating value across all our portfolios amid the pandemic's loosening grip on the world. Throughout this journey, we remained deeply committed to sustainability and inclusivity in the advancement of our business, cognisant that a balanced approach to value creation is crucial to the longevity of the organisation. Therefore, we will continue to find the balance between environmental needs and social needs.

Secured
USD5.3 billion
firm contract for FPSO Agogo in Angola on 27 February 2023

FPSO Anna Nery achieved
first oil
on 7 May 2023

Signed MoU with Gentari and EV Connection to boost EV charging coverage in Malaysia

Expanded into Singapore through LHN Group collaboration

Tripled capacity of renewables projects under construction and pre-construction to
774 MW

Expanded into Indonesia, bringing our renewables presence to
9 countries

Established
Farosson, our new advisory, investment and asset management arm

Formalised a commitment to have at least
30% of equity in non-oil-based FPSO activities by 2030

GROUP CEO REVIEW

OVERVIEW

The energy sector is undergoing a significant transformation as governments, corporations and communities strive to cope with the global energy crisis. The crisis is multi-dimensional, with the trilemma of energy security, sustainability and affordability making it increasingly clear that we need to diversify away from a single energy commodity and change the very nature of the energy system. It is equally important to bear in mind that this change needs to happen while safeguarding energy security and affordability worldwide.

According to BloombergNEF, investments in renewable energy amounted to USD495 billion in 2022, making up the largest portion of global energy transition investment ("ETI") last year. And this growth is expected to continue. This anticipated growth is supported by various factors including the introduction of more supportive policies and stronger demand for renewables – accelerated by the ongoing energy crisis triggered by the Russia-Ukraine conflict and global warming.

2022 was certainly eventful for the oil & gas segment as geopolitical sanctions, paired with years of underinvestment, brought supply disruptions which sent brent crude oil prices soaring to USD120 per barrel. The price has since fallen to USD85 per barrel as of early 2023 due to looming uncertainties stemming from fears of a global recession, which may impede growth of the segment moving forward. As always, we will execute our business strategies with strong capital discipline to manage exposure risk and generate stable recurring cash flows.

In the year under review, we continued to push forward in our offshore production, renewables and green technologies business units through the securing and delivery of projects as well as establishing strategic partnerships to gain stronger footholds in these spaces.

In our well-established FPSO business, we are pleased to report that we completed construction of FPSO Anna Nery, with its sail away in July 2022 and first oil at the Petrobras-operated Marlim field on 7 May 2023. The completion of the FPSO Anna Nery project, which commenced in 2019, was particularly significant for Yinson as it was undertaken and completed satisfactorily despite the challenges brought about by the pandemic.

Meanwhile, work on FPSO Maria Quitéria and FPSO Atlanta is tracking according to schedule, with construction for both assets expected to be completed in 2024. Post financial year-end, the Group secured a USD5.3 billion firm contract for the provision, operation and maintenance of an FPSO for the Agogo Integrated West Hub Development Project in Angola. This signals our first foray into Angola and our eighth FPSO project in the West African region.

YR, which is now about three years old, further grew and developed our global pipeline of renewable energy projects which now stands at over 5 GW. We also moved into the pre-construction phase for the two wind energy projects we acquired in Brazil in 2022, bringing the total capacity of projects under construction/pre-construction and operational to 951 MW.

GROUP CEO REVIEW

YR also made good progress building our presence in Asia, while continuing our expansion in Latin America and Europe. We acquired a majority stake in Indonesian solar system provider Inecosolar, marking our entry into the Indonesian renewable energy space. Also, building on a collaboration agreement we signed with Plus Xnergy in 2021, we formalised the partnership with a joint venture to develop up to 250 MW of commercial and industrial rooftop solar projects in Malaysia.

Our focus in the coming year will be on progressing additional projects to be ready for construction and thus towards becoming revenue-generating profitable projects. Additionally, we will continue to look out for appropriate and timely capital recycling opportunities to further increase value to the Group.

When YGT was first established in 2020, we entered the market by making strategic green technology investments. A year later, we had identified and started growing the key opportunity areas which Yinson would strategically focus on – the electrification of marine and land transportation. In 2022, we zeroed in on building the businesses where we have operational control, namely our electric vehicle ("EV") infrastructure business chargEV, our EV leasing business drivEV and our marine electrification business marinEV. We also grew the capabilities of our in-house digital team to develop the architecture and software necessary to integrate the various technologies together; creating a new class of smart assets and establishing technological synergies between the businesses. This digital integration plays a key role in the development of the strong ecosystem of the future.

YGT continues to make significant headway towards our goal of decarbonising both land and sea logistics through electrification. This year, we leveraged chargEV, Malaysia's largest EV charging network, to bring EV charging stations to the masses. To this end, we celebrated two landmark events that took place post year-end. The first was a Memorandum of Understanding ("MoU") with Gentari and EV Connection to make charging stations from all three providers available to all our members, and the second was our expansion into Singapore through a collaboration with Singapore-listed LHN Group. Another important milestone during the year was the commencement of construction of our all-electric cargo marine vessel, Hydromover, with our Goal Zero Consortium partners. Concurrently, the prototype for Hydroglyder, our fully electric passenger vessel, is undergoing construction. Both of these products are on track for full trials by end-2023.

SAFEGUARDING ENERGY SECURITY, SUSTAINABILITY AND AFFORDABILITY

Our growth journey is underpinned by the belief that the availability of affordable and sustainable energy is key to generating growth and development across all levels of society, benefitting all mankind. We strongly believe in inclusivity as the world transitions to a low-carbon economy and this is where we believe Yinson can not only play a catalysing role, but also a leadership role.

Here, we believe that oil & gas will continue to be relevant to the energy mix for the foreseeable future, and we intend to be an integral part of that landscape. However, alongside this, we hold an equally strong view that diversifying into renewables is necessary to accelerate the energy transition and to capture a greater share of the overall energy infrastructure market. Venturing into green technologies is the next logical step as it will equip us with the capabilities to create accessible solutions to bring affordable green energy to the broader community.

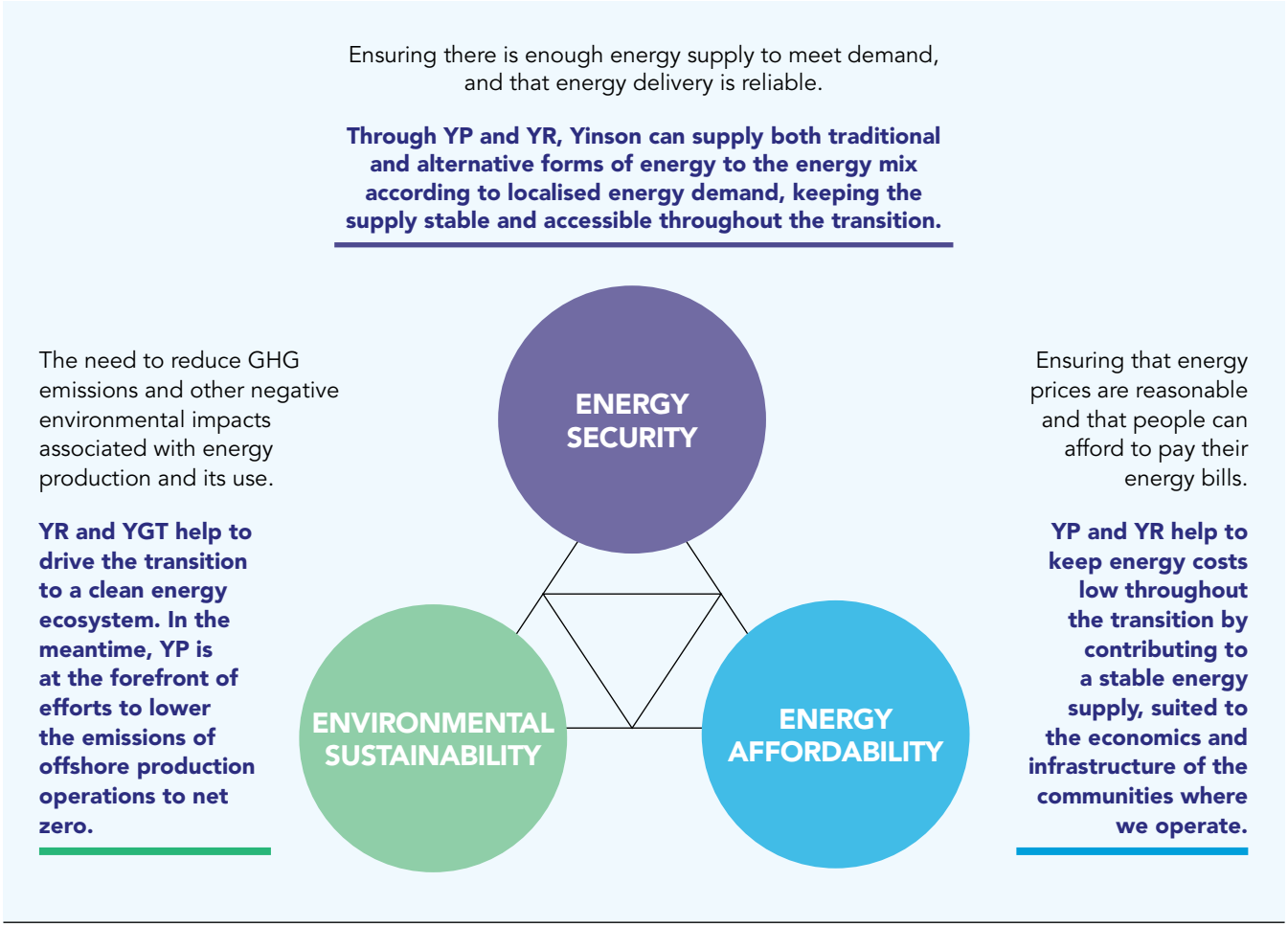
The energy trilemma refers to the challenge of balancing three important and often competing priorities in the energy sector – energy security, environmental sustainability and energy affordability. The energy trilemma arises because it is not easy to achieve all three of these goals simultaneously. For example, increasing energy security may require a heavier reliance on fossil fuels, which may have negative environmental impacts and increase costs. On the other hand, pursuing environmental sustainability through an excessively quick rollout of renewable energy can create power network stability issues which will reduce the security of supply, especially in developing countries where a stable energy infrastructure is needed to help people escape poverty and create better lives. Yinson is uniquely positioned to be able to contribute to this balance, and our business decisions are driven by our strong desire to do so. That said, we equally believe that aligning our business decisions with the concerns raised by the energy trilemma is critical to our current and future profitability and sustainability.

Modern energy is directly linked to the wellbeing, prosperity and development of every economy, so we believe there will always be a strong demand for it. Thus, Yinson's ability to contribute to the generation of vital energy products, strengthened by our good operational and ESG track record, provides us with a healthy financial outlook.

GROUP CEO REVIEW

However, energy demand does not develop uniformly. It is affected by factors such as availability, infrastructure, market competition and government policies. Therefore, we cannot deploy one single blanket approach to meeting energy security needs across different sectors and geographies. Some advanced countries already meet close to 100% of their energy needs with renewable energy, whereas many developing nations are much further away. For these developing nations, transitioning away from fossil fuels too fast may affect the stability of energy supply – something that can disproportionately affect poorer economies, leading to economic slowdown, decreased quality of life and many other societal concerns.

The graphic below summarises how Yinson's businesses contribute to energy security, environmental sustainability and energy affordability.



We have always said that we believe in a future where energy is clean, accessible, affordable and reliable for everyone. But I also want to emphasise that we believe in the here and now – that providing energy security and affordability to as many people as possible today and throughout the transition is just as vital. In fact, I believe that it is impossible to achieve a sustainable future if we are not inclusive now and throughout the transition.

GROUP CEO REVIEW

CLIMATE ACTION AT THE FORE

We believe that energy must be at the heart of the solution to climate change. News of extreme weather events, rising sea levels, biodiversity loss, human health impacts and soaring economic costs inundate our newsfeeds daily, highlighting the urgent need for action.

Climate change and greenhouse gas ("GHG") emissions continue to be Yinson's most material matter, and where we believe we have the greatest potential to lead. This is why we have placed ESG considerations at the heart of everything we do. ESG is front and centre in all our business decisions, influencing how we finance our projects, the risks we are willing to take and even the new business opportunities we are pursuing.

From a governance and financial perspective, ESG performance is vital for business growth, opening doors for funding, partnerships and new opportunities. Conversely, poor ESG performance is costly because of the potential exposure to penalties, environmental violations, erosion of stakeholder confidence and loss of business opportunities.

We recently performed a TCFD Climate Risk Assessment involving transition risk exposures such as policy, market, reputation and technology. Following the assessment, we have decided to develop an Internal Carbon Pricing Framework with a revised incremental carbon price, which we will pilot for carbon-intensive business units. When the framework is in place, we intend to establish a Sustainable Investment Fund to invest in low-carbon projects that support and accelerate the energy transition. This is one of the initiatives we are working on to manage climate-related transition risks and accelerate the implementation of solutions that contribute to the decarbonisation agenda.

Furthermore, Yinson is formalising a commitment to have at least 30% of equity in non-oil-based FPSO activities by 2030, solidly demonstrating our commitment to purposefully directing capital to support the energy transition agenda.

These are bold commitments for us, requiring deliberate action and a unified approach across all our business units. To this end, we have shaped our key business units to contribute materially to the fight against climate change, as outlined in the next section.

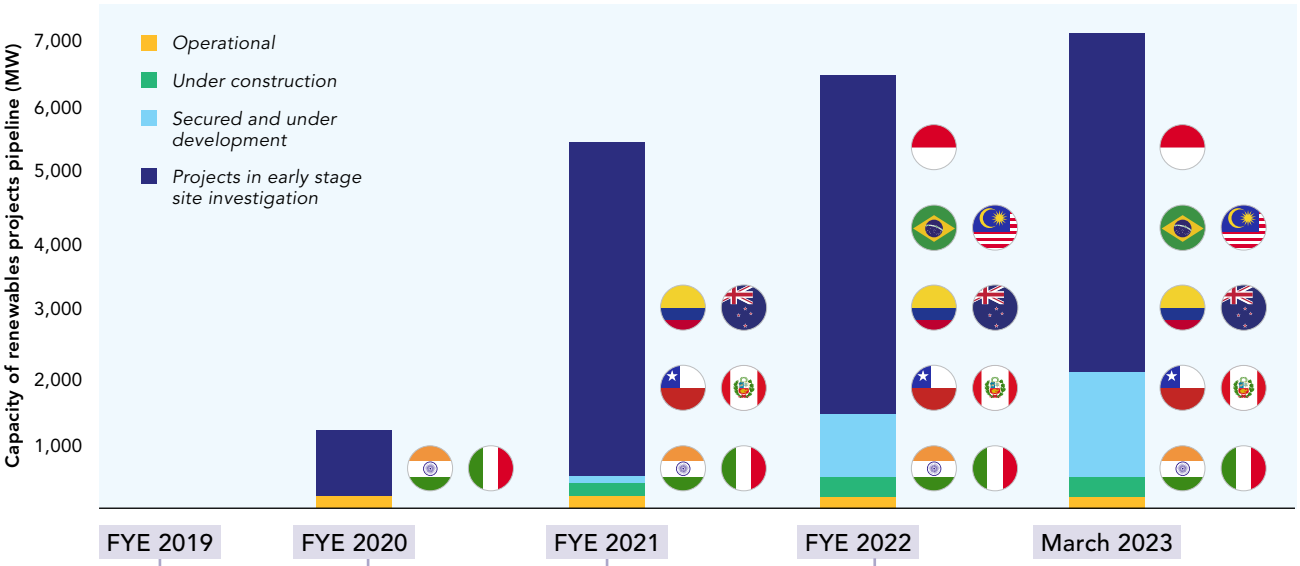
EXPANDING OUR RENEWABLES FOOTPRINT

YR has experienced exponential growth since its inception in 2019. We now have a healthy project pipeline across wind and solar in our three core geographical regions of Latin America, the Asia Pacific and Europe, a strong in-house team and local partners in the regions where we have a presence.

We have invested time and resources to lay a good foundation for our renewables business, building a pipeline across the entire value chain and assembling a strong project management team. Investing in early-stage renewables projects exposes us to some risks – but we have the expertise to manage these. Moreover, the capital at risk is limited at this point in the development process. We believe that getting involved early enables us to deliver higher returns in the longer run, plus improved opportunities for capital recycling. We also take a conservative approach when valuing our renewables assets as this results in a strong balance sheet over the long term.

GROUP CEO REVIEW

GROWTH OF YINSON RENEWABLES SINCE ESTABLISHMENT



October
Established Yinson Renewables.

March
Acquired 37.5% stake in Rising Bhadla 1 & 2 in India.

July
Signed first development agreement in Italy.

August
Increased stake in Rising Bhadla 1 & 2 to 95%. Acquisition completed in December 2020.

March
Won 285 MWp(DC) solar plant project in Nokh Solar Park. Signed PPA with NTPC later that month.

June
Started collaborating with Verano to progress solar pipeline in Latin America. Signed key development agreement in New Zealand.

March
Acquired two late stage development projects in Brazil.

May
Formed joint venture with Plus Xnergy to develop solar projects in Malaysia.

September
Entered Indonesian renewables market through acquisition of Inecosolar.

REDUCING EMISSIONS IN OUR FPSOs

Although Yinson is fully committed to reducing emissions in our FPSOs, modifying our existing fleet can prove challenging as we are constrained by space and design limitations, contractual obligations and the client's readiness to implement new emissions reducing technology. Nevertheless we have made significant progress on our efforts to retrofit a closed flare system for one of our FPSOs. This modification implemented is a significant step towards closing the flare of the asset, and will contribute to reducing flaring levels in the time to come. On an ongoing basis, however, our strategy is to ensure that we proactively pursue opportunities to install the latest technologies on our new FPSOs or FPSOs that are currently being built.

FPSO Maria Quitéria, for example, incorporates a closed flare system and combined cycle power generation technology which reduces and recycles gas to generate power on the FPSO. With these measures, we aim to reduce emissions by more than 20% compared to the status quo.

FPSO AGOGO: Leading the way to a Zero Emissions FPSO

Closed Flare and Hydrocarbon Blanketing | Combined Cycle Power Generation | Carbon Capture and Storage | Electrification | Seawater Turbine Generator

FPSO Agogo is regarded as an industry-leading project in terms of low emissions design and implementation. Together with our client, Azule Energy, we are excited to be leading the decarbonisation agenda through FPSO Agogo.

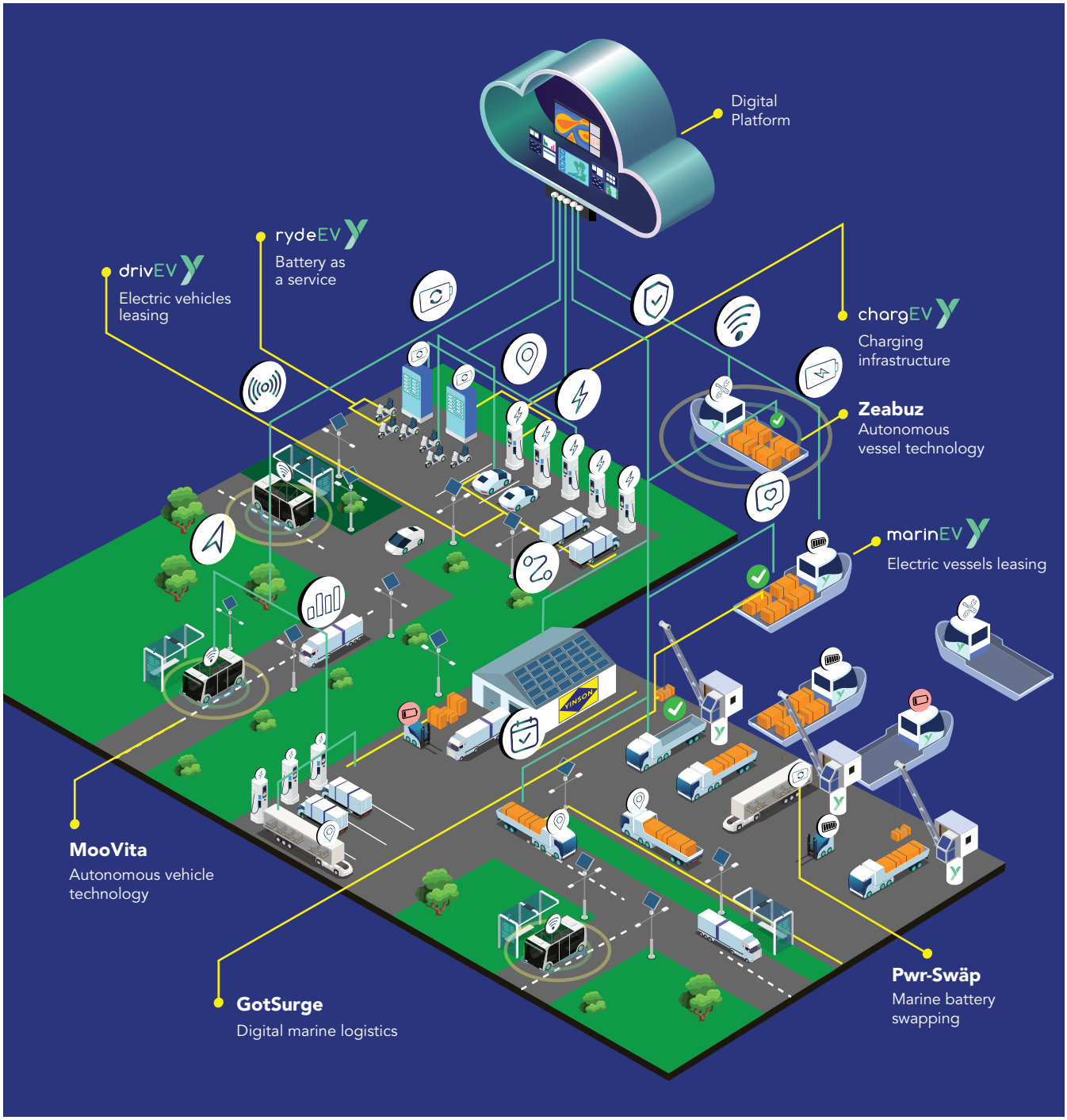
The design of the asset will be the greenest in Yinson's fleet to date, and will have significant impact on lowering Yinson's carbon intensity.

The design of the asset is projected to reduce the asset's lifecycle emissions by up to **27%**, compared to if the emissions-lowering technologies were not implemented over the contract period.

GROUP CEO REVIEW

BUILDING A SMART, CLEAN TRANSPORTATION SYSTEM ACROSS LAND AND SEA

Since being established in 2020, YGT has made good progress towards building a land and marine transportation ecosystem that runs on clean energy. Most novel technologies, such as green technologies, start out being relatively more expensive compared to their traditional counterparts. We aim to adapt these technologies to make them more affordable and accessible for businesses and consumers, until they ultimately become the new normal. We believe that reaching this critical mass everywhere is key to meeting global climate targets.



GROUP CEO REVIEW

THE BUSINESS CASE FOR INVESTING IN THE TRANSITION

Over the years, Yinson has navigated the various challenges and changes in the energy landscape by standing firmly on our fundamentals. We started out in transport and logistics, then pivoted to becoming a full-fledged FPSO provider. Sustainability and the energy transition provided, and is currently still providing, the biggest impetus for our current transformation into an energy infrastructure and technology company. These transformations, albeit bold, were carefully strategised and operationalised with the aim of building profitable, sustainable businesses.

The energy transition presents one of the greatest opportunities of this lifetime as the world strives to achieve net zero emissions by 2050. Green energy, which is already commercially viable, will continue to be more competitive in the global energy mix and its reliability will continue to improve with cheaper energy storage and new innovations.

We believe that aligning our businesses with the trends and opportunities presented by the energy transition and climate action presents a great value creation opportunity, while enabling us to contribute materially to the global fight against climate change. This long-term view of our business further supports the needs of many of our investors, such as pension funds and insurance funds that are seeking stability in returns over long periods of time.

Our business teams excel in developing robust assets that we operate and maintain as business owners. As our business units pursue their growth plans, our latest addition, Farosson, through its asset management segment, will supply further capital pools to invest in businesses, both internal and external, which align with its mandate of sustainable investments. This will unlock the value of contracted future cash flows generated by these projects, enabling capital to be redeployed for the businesses to achieve their growth aspirations. I believe that this will support Yinson in attaining our business goals and achieving our sustainability targets. I have great confidence in the capable and passionate team led by Mr Daniel Bong, who previously held the role of Group CSO and Head of Group Corporate Advisory. The team's cumulative knowledge and experience are a unique advantage that Farosson has, and will be instrumental in unlocking the growth of this new business.

BUILDING OUR CORE RESOURCE – OUR EMPLOYEES

At Yinson, we continuously strive to adapt and evolve with changing business and economic realities, leveraging our ability to identify good business opportunities. Over the years, we have grown from strength to strength, earning the trust of the global investor community, major energy players and governments. This achievement did not come overnight, and was ultimately a result of the dedication and consistent effort we have put into developing the backbone of our business – our people.

Yinson has always prioritised investments in human capital and digitalisation to take our business to the next level. For example, at the time when the FPSO market was clearly underinvested, we knew we had to be ready for a market that would eventually be seeking out FPSO contractors. This was why we invested in our people at that time, with a focus on upskilling, directing their energies to high value-add initiatives. Our efforts have held us in good stead, as we have build a team that has been able to carry us through our high growth phase when the economy reopened post-pandemic. We continue to work hard to ensure that we maintain our strong standing as an employer of choice, as it is key to be able to continue attracting and retaining the skills needed across all our business units.

We launched our Human Resources ("HR") Transformation Plan in 2020 with the aim of establishing global consistency, delivering HR solutions that can be implemented locally across our global offices, leveraging digitalisation and creating an agile HR framework that can adapt through change. Now, three years later, we have achieved our key deliverables against the seven areas of transformation we identified. We are now moving into the next phase of our people strategy journey. Our people vision does not change; however, our focus will now be on five key areas which are: Embedding our New People Solutions, Driving Employee Experience, Focusing on Leadership & Culture Development, Continuing our Global Human Resources Information System ("Global HRIS") implementation, and HR Capability Development.

GROUP CEO REVIEW

DIVERSITY, EQUALITY & INCLUSION IS OUR STRENGTH

Yinson is a strong advocate of Diversity, Equality & Inclusion ("DEI"), and we strive to walk the talk in this regard and make this energy transition journey a truly inclusive one. We firmly believe that DEI will help us to make more well-informed and balanced decisions by bringing diverse opinions, experiences, ideas and perspectives to problem-solving. Concurrently, we have no doubt that employees who are valued and respected will be more engaged and motivated to see an organisation's success.

For instance, as a global company, we aim to 'localise' our operations as much as possible to be less reliant on expatriates. We also make an active effort to look at important details, such as how we phrase job opportunities in the organisation and shape communications, to ensure there is no bias. Even the composition of various committees is scrutinised to ensure that they are diverse and inclusive.

From a gender perspective, our policies are geared towards equal opportunities for all our employees. For example, we have removed barriers to women applying for roles on an FPSO and adapted the accommodation settings to their needs. A highlight of the year was the launch of our first formal employee resource group, Yinson Lean-In – a space where women are empowered and supported to reach their professional and personal goals. The group was launched on International Women's Day, and activities are championed by Lean-In representatives in our various country offices and their male allies.

On the inclusion front, our Singapore office has committed to hiring differently abled persons under an initiative called The Unlimited, in partnership with SG Enable, the focal Singaporean government agency for disability and inclusion. We are looking forward to having our first cohort of differently abled Yinsonites on board in 2023. In terms of diversity, given Yinson's global footprint, it is incumbent upon us to foster an inclusive environment that will enable the organisation to benefit from an incredible range of diverse ideas, perspectives and leadership skills. This is why we sent five of our young leaders from Brazil, Ghana, Malaysia and Norway to the One Young World 2022 Manchester summit where they met other young leaders from over 190 countries to develop solutions for a better world through more responsible and effective leadership.

All in all, we will continue to improve and invest in our DEI policies and practices to continue to support and attract a larger pool of talent capable of excelling at Yinson.

INVESTING IN FUTURE TECHNOLOGIES

Digitalisation plays a crucial role at Yinson as it empowers strong decision-making across our organisation by placing global, real-time and accurate information at our fingertips, in addition to freeing up our people from tedious and mundane tasks. Digitalisation is also the key to resource efficiency and better safety performance. We have invested significantly in digitalisation across all our business units and functions. This has given us an edge over the competition, as we are able to demonstrate stronger abilities to take on projects and execute them well, efficiently and safely.

Additionally, we believe that investing in digitalisation is one of the most effective ways to reduce costs in the long run amid increasing inflationary pressures.

GROUP CEO REVIEW

TOWARDS FULLY AUTONOMOUS AND SUSTAINABLE FPSO SOLUTIONS

YP continues its digital transformation journey in alignment with its strategic goal of investing in asset lifecycle management via a proactive digitalisation strategy. Enabling digital technology while empowering our people has been key to ensuring data is accessible, structured and quality-assured for visual presentation through an integrated data visualisation platform. This forms the foundation for data contextualisation and automation. In addition, we believe it is the key to creating an efficient and sustainable supply chain while reducing human risk exposure, carbon footprint and cost.

Over the past years, we have invested in digitalising various aspects of our FPSO business, such as through 3D printing of maintenance parts, using drones and remotely operated vehicles (ROVs) to inspect and maintain our operating assets, integrating cloud-based platforms for digital warehousing and building up our integrated data visualisation platform. These various components of our digitalisation efforts are now coming together in an initiative called Project Polaris, through which we aim to eventually develop industry-leading, fully autonomous and sustainable FPSO solutions. To this end, we signed an MoU with leading industrial software leader AVEVA in December 2022, a company we have already been partnering with for many years on our digitalisation journey.

Project Polaris, focusing on FPSO Helang, will provide scalable enterprise system integration, enabling asset strategy optimisation, predictive maintenance and automated Lifecycle Costing (LCC), as well as a unified operations centre for visualisation and human interaction for data-driven decision-making. The contextualisation and automation of data through Project Polaris will form the foundation for further integration of existing engineering tools, enabling efficient data-driven decision-making across the asset lifecycle.

Another significant way Yinson is endeavouring to support the decarbonisation of the world is by investing in the development of future business solutions. We aim to find alternative, low or zero carbon fuels that can disrupt the heavy industries and overall energy system. One example is the offshore production of blue and green ammonia, which we have studied and where we are currently exploring commercial feasibility. Other examples are Direct Air Capture ("DAC") and Carbon Capture & Storage ("CCS"), which we are actively exploring for future implementation across industries.

CLOSING REMARKS

The Group certainly has a lot to look forward to as we continue building our growth story and shaping the Yinson of the future. A sustainability mindset will continue to drive our direction, and our passionate workforce will continue to ensure that we deliver well on our commitments.

To my fellow Board members, Senior Management and leadership teams – we have made some big decisions together this year as a company, and I believe our collective knowledge and experience have guided us to make decisions that bring the most value to our stakeholders. To our many stakeholders, many of whom have now become close business associates and friends – thank you for supporting us as we execute our purpose. We are grateful that you have placed your trust in us and we will strive to continuously deliver value to you. To our employees and crew all over the world – you are the backbone of our business. We truly appreciate your hard work and sacrifices in order for us to 'Passionately deliver **powerful** solutions'.

FINANCIAL REVIEW

Commentary by Mr Guillaume Jest, Group Chief Financial Officer

In FYE 2023, the Group continued to deliver on its value creation objectives, producing its best performance to date in terms of revenue and PAT. Revenue was RM6.3 billion, a 75% increase compared to the RM3.6 billion recorded the year before. As a result, PAT also increased to RM588 million, 12% higher from RM524 million in FYE 2022. Notably, PAT growth was recorded despite one-off costs incurred and higher financing costs largely attributable to increased investments in our businesses.

STRATEGIC PROGRESS

In FYE 2023, we continued to build our financial foundation in alignment with our goal of advancing an inclusive transition.

Significant capital was allocated to our two business units that directly support the development of an economy powered by clean energy, YR and YGT, clearly demonstrating our commitment to the transition. As of 31 January 2023, the cumulative capital invested into developing these two business units, represented by their total asset values, amounted to RM1.1 billion since their establishment in 2019 and 2020 respectively.

We also actively invested in the decarbonisation of our core FPSO business, by studying, developing and implementing technologies to ensure that our FPSOs operate efficiently and in an environmentally responsible manner.

Thanks to these efforts, we are leading the energy transition in our industry and that we have established a solid organisational foundation that will support and future-proof our business.

In line with Yinson's expansion internationally, we recognise there will be costs incurred, especially given the Group's priority in ensuring a strong in-house talent base and sustained investments into systems and digitalisation. We believe these investments are necessary for our transformation and we will continuously monitor these costs to ensure that the Group's profitability is protected.

CHALLENGES AND MITIGATION

In FYE 2023, like most other businesses globally, the Group was subject to the two key market forces of inflation and interest rates. We continue to work actively to mitigate these market forces, with strategies and actions as described below.

Inflation

Project costs for EPCIC and Renewables projects have been rising, resulting in lower returns for committed projects under construction. We have already seen an impact with the recognition of an impairment loss of

RM117 million for the Nokh Solar Park project as we acted conservatively in factoring in these project cost increases. Nevertheless, the Nokh project is expected to be profitable following its commencement of operations, scheduled for Q3 FYE 2024.

To mitigate the impact of inflation, we conduct effective forecasting and cost management through strong collaborations between our Project and Finance teams. Wherever possible, we strive to lock in the prices of materials and major equipment in the initial phase of the contract. Inflation risk is also factored into our contracts through agreed rate escalation based on key market inflation benchmarks. In the FPSO business specifically, we manage inflation by diversifying the location of the construction, i.e. FPSO Anna Nery, FPSO Maria Quitéria and FPSO Agogo in China, and FPSO Atlanta in Dubai. We are also managing our inventories strategically by carrying buffer stocks to ensure the smooth operation of our FPSOs while minimising cost volatility.

FINANCIAL REVIEW

Interest rates

In FYE 2023, the three-month USD-LIBOR rate trended upwards significantly from 0.21% per annum at the beginning of the financial year to close at 4.81% per annum at the end of the year. This more than twentyfold increase was driven by US Federal Reserve policy tightening. While the global USD-LIBOR rate has increased significantly in the financial year under review, the increase in the Group's finance costs was moderated by the hedges that were put in place.

More than 80% of the Group's USD-LIBOR project financing loans are hedged via floating-to-fixed interest rate swaps, effectively limiting our interest rate exposure.

The increase in the Group's financing costs by RM189 million or 49% was driven by the above-mentioned increase in the global USD-LIBOR rate and higher drawdowns from project execution requirements with the commencement of two new FPSO projects, FPSO Maria Quitéria and FPSO Atlanta.

FINANCIAL PERFORMANCE

	FYE 2023 RM million	FYE 2022 RM million	CHANGE RM million	CHANGE %
Extract from Consolidated Income Statements				
Revenue	6,324	3,607	2,717	75.3%
Cost of sales	4,497	2,299	2,198	95.6%
Gross profit	1,827	1,308	519	39.7%
EBITDA	1,782	1,402	380	27.1%
Profit before tax	855	16	139	19.4%
PAT	588	524	64	12.2%
Core profit after tax	741	534	207	38.8%
Gross profit margin	28.9%	36.3%	-7.4%	-20.4%
Net profit margin	9.3%	14.5%	-5.2%	-35.9%
Core profit margin	11.7%	14.8%	-3.1%	-20.9%
Extract from Consolidated Statements of Financial Position				
Total assets	19,259	15,205	4,054	26.7%
Current assets	3,515	3,596	(81)	-2.3%
Liquid investments	153	14	139	992.9%
Cash and bank balances	1,507	2,859	(1,352)	-47.3%
Total liabilities	12,801	10,465	2,336	22.3%
Current liabilities	3,590	1,623	1,967	121.2%
Loans and borrowings	9,584	8,758	826	9.4%
Non-recourse borrowings	3,731	4,020	(289)	-7.2%
Total equity	6,458	4,740	1,718	36.2%
Extract from Consolidated Statements of Cash Flows				
Net cash flows used in operating activities	(1,225)	(987)	(238)	24.1%
Net cash flows used in investing activities[#]	(1,041)	(93)	(948)	1,019.4%
Net cash flows generated from financing activities	781	1,962	(1,181)	-60.2%

Note:
 # Refer to Note 3 to the Financial Statements for details of the restatement of prior year comparatives in the Statement of Cash Flows.

FINANCIAL REVIEW

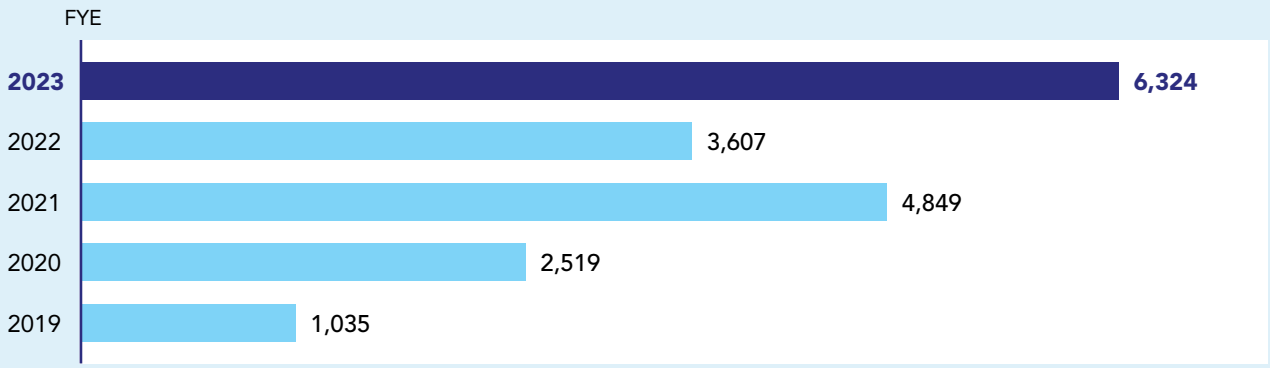
	Q1 FYE 2023 RM million	Q2 FYE 2023 RM million	Q3 FYE 2023 RM million	Q4 FYE 2023 RM million
Snapshot of quarterly results for FYE 2023				
Revenue	1,005	1,620	1,737	1,962
Cost of sales	643	1,151	1,232	1,471
Gross profit	362	469	505	491
EBITDA	388	470	509	415
Profit before tax	190	247	258	160
PAT	139	163	177	109
Core profit after tax	126	162	171	282

	FYE 2023 RM million	FYE 2022 RM million	CHANGE RM million	CHANGE %
Operating results by segment				
Offshore Production and Offshore Marine	1,675	1,186	489	41.2%
Renewables	(129)	34	(163)	-479.4%
Other operations	(98)	(123)	25	20.3%
Share of results of joint ventures and associates	(16)	7	(23)	-328.6%

REVENUE AND PROFITABILITY

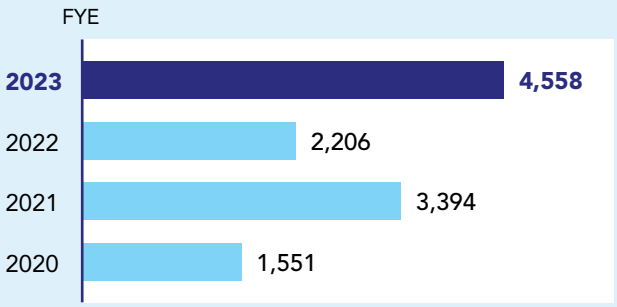
Group revenue

Group Revenue
(RM million)

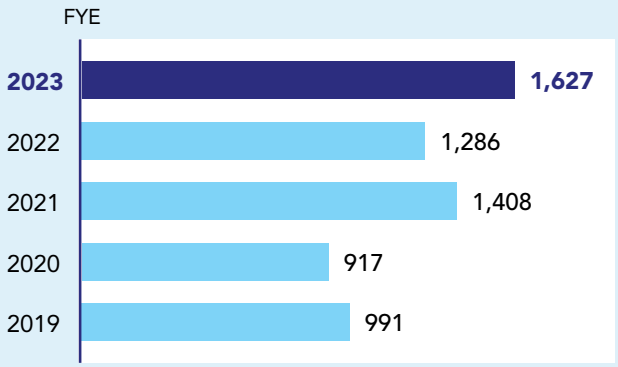


FINANCIAL REVIEW

EPCIC
(RM million)



FPSO Operations
(RM million)



The Group's awarded FPSO contracts are systematically classified as finance leases or service contracts in accordance with the International Financial Reporting Standards ("IFRS") for accounting purposes. The revenue generated from the conversion of VLCCs to FPSOs, which is classified as EPCIC revenue, is recognised either over time (based on the progress of construction) or at a point in time when the asset's rights of use are handed over to a lease client.

EPCIC revenues and profits are recognised during the construction phase of the asset under this accounting treatment. Except for advance payments received for certain FPSO contracts, it is important to remember that the asset generates cash only after construction and commissioning activities are completed, as that is the point in time the Group is entitled to start receiving the lease payments. In the case of an operating lease, lease revenues and profits are recognised during the lease period, effectively more closely tracking cash receipts.

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

Project	Equity ownership	Accounting classification	EPCIC recognition*	Timing of EPCIC recognition*
Owned by the Group				
FPSO JAK	74%	Operating lease	No	
FPSO Helang	100%	Finance lease	Yes	Point in time (Q4 FYE 2020)
FPSO Abigail-Joseph	100%	Finance lease	Yes	Point in time (Q3 FYE 2021)
FPSO Anna Nery	75%	Finance lease	Yes	Over time
FPSO Maria Quitéria	100%	Finance lease	Yes	Over time
FPSO Atlanta	100%	Accounted for as a service contract under IFRS 15	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	

Note:
* *Refer to the Group's accounting policy for EPCIC revenue recognition in Note 2.7(i) to the Financial Statements.*

FINANCIAL REVIEW

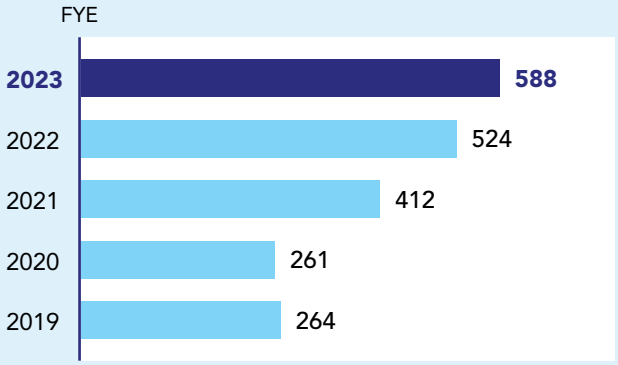
The Group charted a 75% increase in revenue in FYE 2023 compared to FYE 2022, from RM3.6 billion to RM6.3 billion, which was mainly attributable to the commencement of EPCIC activities for FPSO Maria Quitéria and FPSO Atlanta, and higher contribution from the Group's FPSO operations in the financial year under review.

In addition, we have been actively building our Renewables and Green Technologies business units, with healthy business development activities and new projects secured.

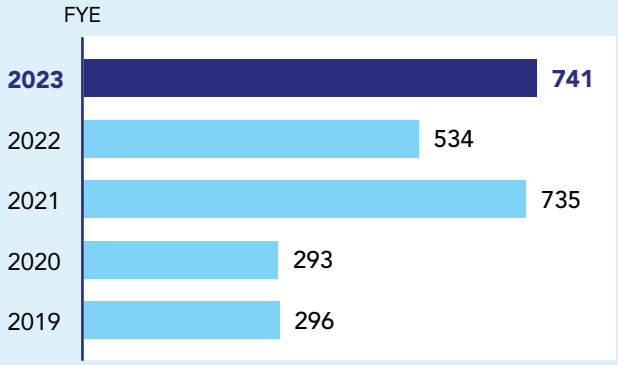
The revenue contributions from the Group's joint venture arrangements in Vietnam are presented separately as adjusted revenue and accounted for in accordance with the Group's equity ownership.

Group profitability

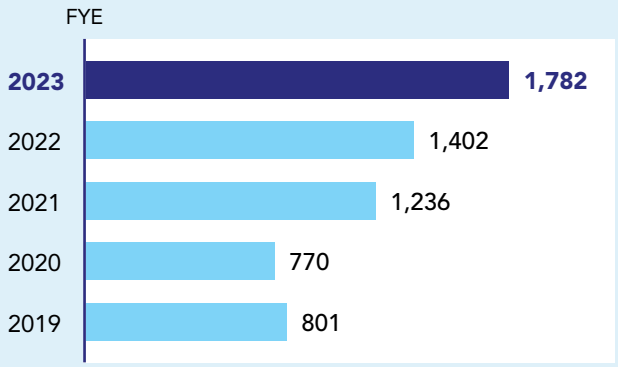
PAT
(RM million)



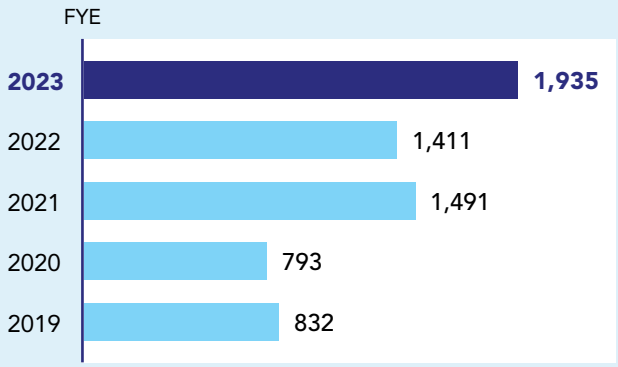
Core PAT
(RM million)



EBITDA
(RM million)



Core EBITDA
(RM million)



The Group's profitability benchmark indicators continued to grow in FYE 2023 with higher contributions from EPCIC and FPSO Operations business activities (refer to EPCIC and FPSO Operations profitability sections), and ongoing global recovery from the effects of the Covid-19 pandemic. The Group's EBITDA was RM1.8 million and PAT was RM588 million, which were 27% and 12% higher than the previous financial year respectively – our best performance yet.

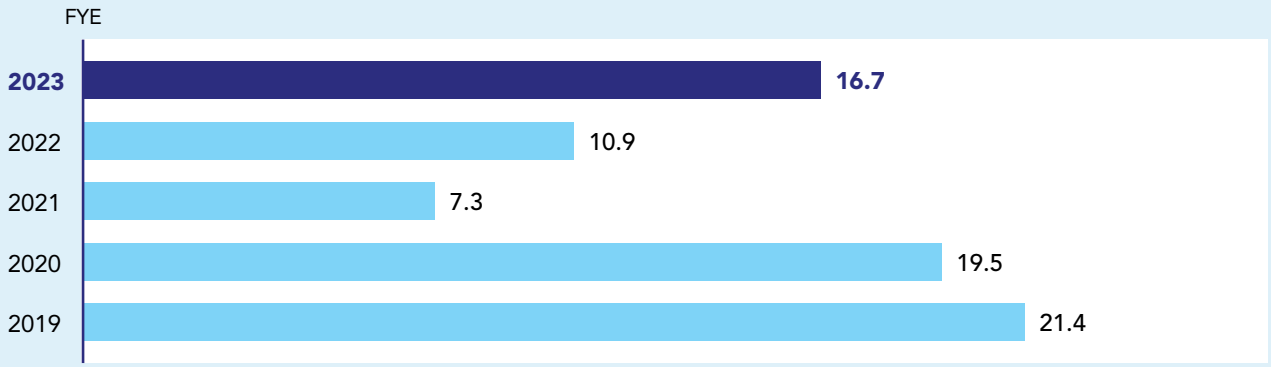
In FYE 2023, the Group was subject to two key market forces, cost inflation and a global increase in interest rates. The Group works actively to mitigate the impacts arising from these market forces through our robust risk, internal control and cost control measures. Nevertheless, the Group incurred exceptional or non-core costs in FYE 2023, including an impairment loss on property, plant and equipment of RM117 million to factor in project cost increases due to solar panel price increases and net foreign exchange loss of RM44 million.

FINANCIAL REVIEW

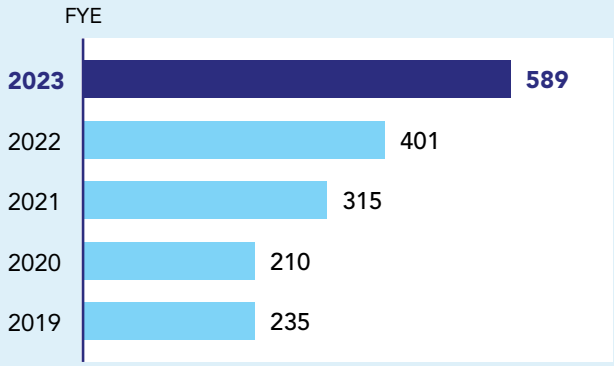
The Core EBITDA and Core PAT, which exclude the impact of exceptional or non-core items, were 37% and 39% higher at RM1.9 billion and RM741 million respectively.

Our healthy profitability is even more noteworthy when considered against these non-core items incurred in FYE 2023, and the increase in our finance costs of RM189 million. The higher finance costs supported our increased investments into YP, YR and YGT, in line with our business plans.

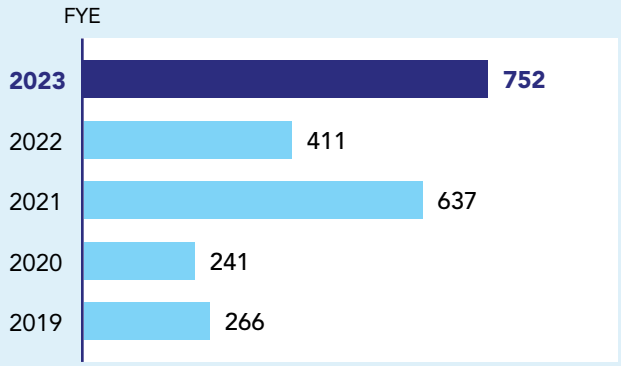
Basic Earnings Per Share*
(sen)



PATAMI
(RM million)



Core PATAMI
(RM million)



Note:
* *FYE 2021 and FYE 2021 adjusted to reflect the bonus issue of 1 bonus share for every 1 existing ordinary share, which was completed on 14 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. Refer to Note 14 to the Financial Statements for further details.*

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

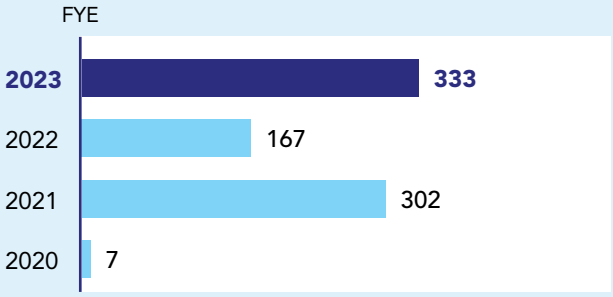
The Group recorded higher PATAMI and Core PATAMI in FYE 2023 of RM589 million and RM752 million respectively due to factors disclosed in the previous profitability section. The Group's Basic Earnings Per Share, computed based on PATAMI (less distributions declared to holders of perpetual securities), reflected similar trends.

FINANCIAL REVIEW

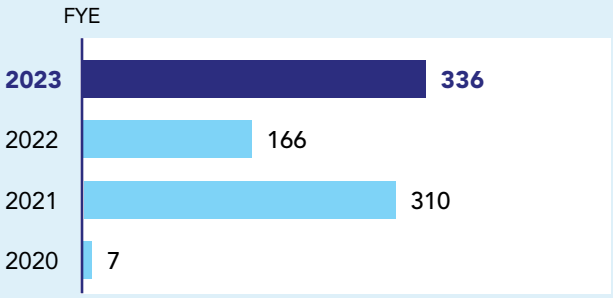
EPCIC profitability

FPSO Anna Nery, FPSO Maria Quitéria and FPSO Atlanta comprised the three EPCIC projects undertaken by the Group in FYE 2023. The ongoing projects contain an EPCIC component where such revenue is recognised over time, based on the progress of construction.

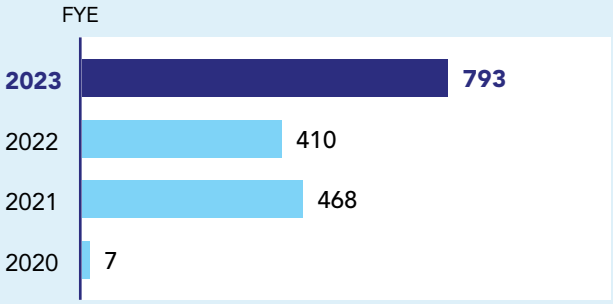
PAT
(RM million)



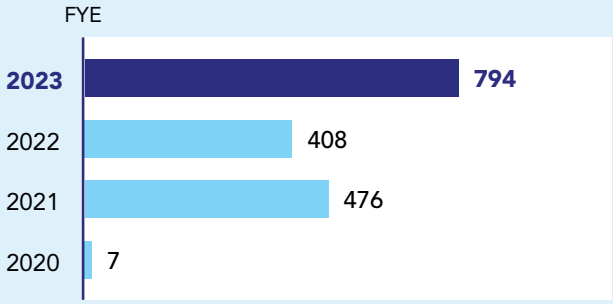
Core PAT
(RM million)



EBITDA
(RM million)



Core EBITDA
(RM million)



In line with the commencement of EPCIC activities for FPSO Maria Quitéria and FPSO Atlanta and the progress of construction in the current financial year, the Group experienced a higher contribution from EPCIC business activities in FYE 2023. The status of the Group's FPSOs that were under construction as at 31 January 2023 is summarised in the following table.

Vessel	Client	Percentage of completion	Expected first oil (calendar year)
FPSO Anna Nery	Petróleo Brasileiro S.A.	Achieved first oil on 7 May 2023	
FPSO Atlanta	Enauta Energia S.A.	25% - 50%	2024
FPSO Maria Quitéria	Petróleo Brasileiro S.A.	25% - 50%	2024

FPSO Anna Nery achieved final acceptance and first oil on 7 May 2023, marking the commencement of the 25-year firm charter period until 2048. With our team's hard work and adaptability, as well as the close working relationships with our clients, vendors and shipyards, we were able to achieve this significant milestone for our first FPSO project in Brazil. Our progress on FPSO Maria Quitéria and FPSO Atlanta remain on schedule as planned.

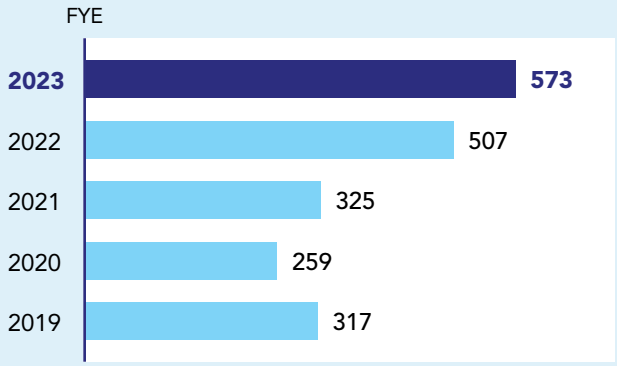
FINANCIAL REVIEW

FPSO Operations profitability

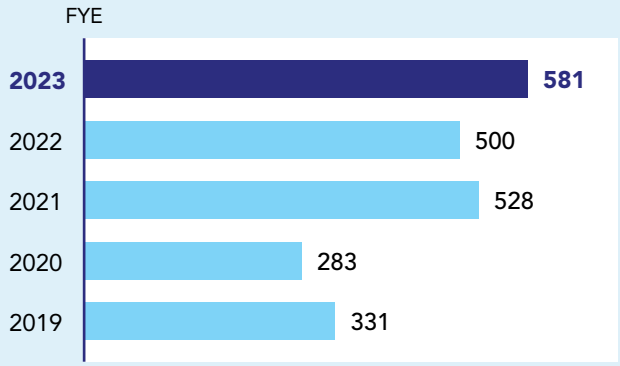
FPSO Operations represent YP's core operating activities, comprising the leasing of vessels and marine-related services. These are areas in which the Group has extensive experience and a strong track record.

The Group had four operating FPSOs and one operating FSO on charter as at 31 January 2023. After 16 years and 3 months of highly successful operations in Nigeria, FPSO Adoon was sold and handed over to the new owner on 11 January 2023.

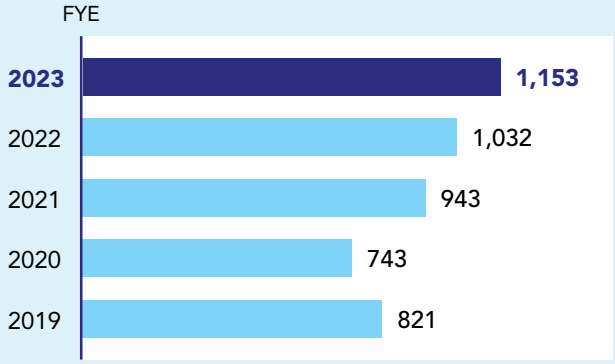
PAT
(RM million)



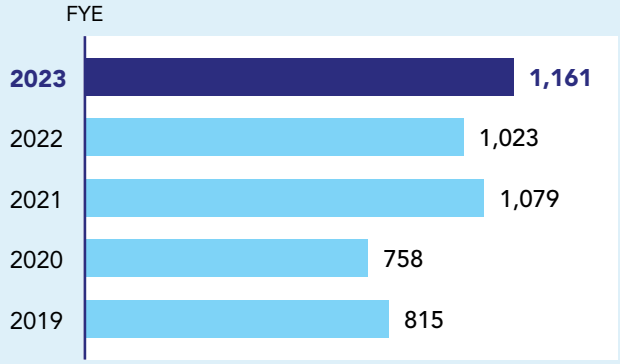
Core PAT
(RM million)



EBITDA
(RM million)



Core EBITDA
(RM million)



In FYE 2023, FPSO Operations' EBITDA and PAT grew by 12% and 13% respectively as compared to FYE 2022. The growth was driven primarily by rate escalation to reflect inflation and oil price increases in line with our operations agreements and a one-off gain on the sale of FPSO Adoon of RM22 million.

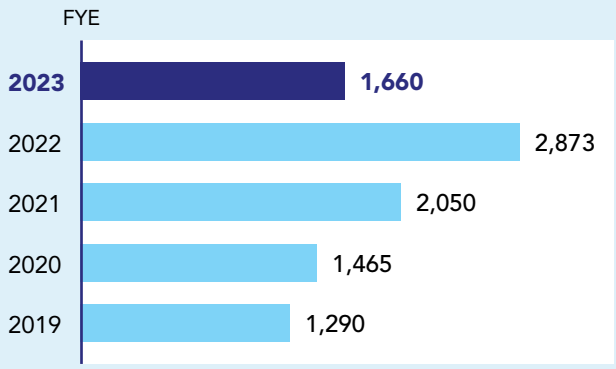
Core EBITDA and Core PAT were 14% and 16% higher at RM1.2 billion and RM581 million respectively, which highlights the fact that our business model is both stable and profitable.

Our industry-leading safety and uptime performance undertaken by our global operations teams, which resulted in 100% commercial uptime across our fleet in FYE 2023, together with higher oil prices resulting in more favourable charter rates and cash flows, allowed us to maintain the asset values of our offshore production assets.

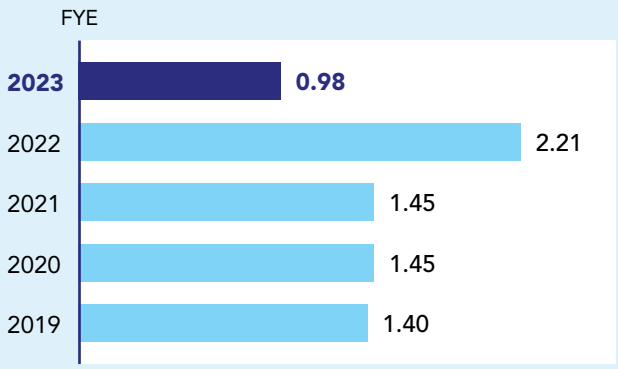
FINANCIAL REVIEW

CASH FLOWS AND LIQUIDITY

Cash and liquid investments
(RM million)



Current ratio
(times)



Our commitment is to maintain a cash balance to cover our working capital and meet our financial requirements for the years to come. We place continuous focus on both improving our free cash flow position and increasing our long-term borrowings to finance our future growth. We are committed to maintaining this prudent and forward-looking approach, as it has been a crucial strategy for the achievement of our success thus far, and we believe it will continue to safeguard the growth plans that we have ahead.

The Group's cash and bank balances and liquid investments decreased by 42% from RM2.9 billion to RM1.7 billion in FYE 2023. This was mainly due to the redemption of USD100 million (RM465 million) perpetual securities and higher project expenditure for EPCIC business activities and the construction of the Nokh Solar Park to build our portfolio of assets in the current financial year.

The Group's current ratio decreased from 2.21 times to 0.98 times in FYE 2023, mainly as a result of the lower cash position and increased payables to fund the EPCIC business activities and construction of the Nokh Solar Park at the end of the current financial year. The decrease is also in line with our prudent cash and working capital management policy as explained below.

During the construction period of our FPSOs, there is a trade-off between maintaining our short-term payables, and drawing down our financing facilities to settle these payables. In the current high interest rate environment, it is more prudent for us to maintain our short-term liabilities rather than incurring additional financing costs.

Included within the Group's cash and bank balances and liquid investments of RM1.7 billion are bank balances and deposits of RM476 million which are pledged to banks or lenders and can only be used for the servicing of debts or the payment of suppliers relating to the construction of certain FPSO projects. The remaining balance of RM1.2 billion represents Yinson's free and available cash position, which provides flexibility for expansion and an adequate buffer to meet any unforeseen cash requirements. Free and available cash is derived from cash flows from operations, the raising of financial capital and the drawdown of loans and borrowings pending deployment for projects. It is important to note that the cash flows generated from our operations have been extremely stable in recent years.

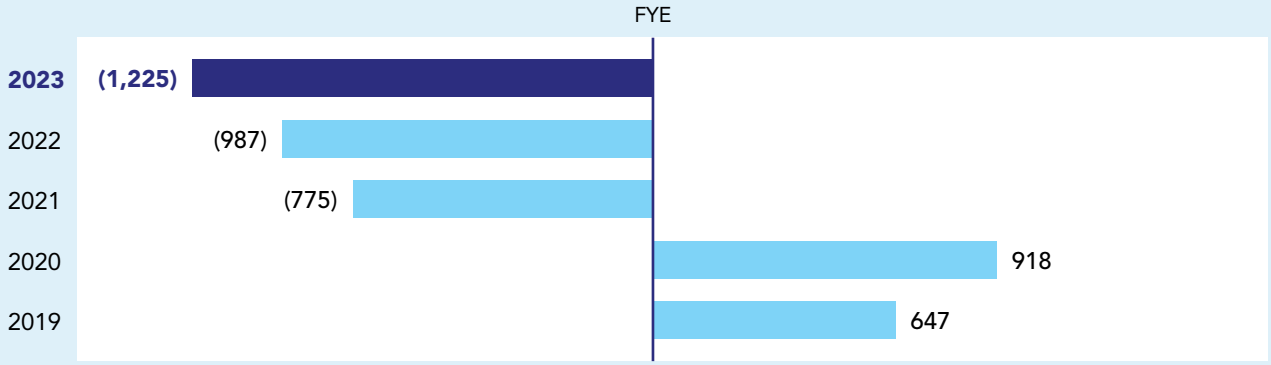
As part of how we prudently manage our liquidity risk, our free and available cash is mainly held in time deposits and interest-bearing accounts and is managed with a goal of capital preservation and liquidity so that funds are available at the required time buckets based on cash flow projections. Our strategy for managing liquidity includes:

- Maintaining an appropriate mix of high-quality liquid investments and adequate cash buffers to meet unexpected cash outflows.
- Maintaining and monitoring 5-year cash flow projections to match the allocation of long-term financial capital with project capital expenditure needs.
- Using reasonable assumptions on continuing operations and financing of projects secured, Yinson's liquidity is sufficient for at least the next 5 years.
- Conducting monthly stress testing to assess cash flow vulnerability under stressed situations and deploying the necessary action plans.

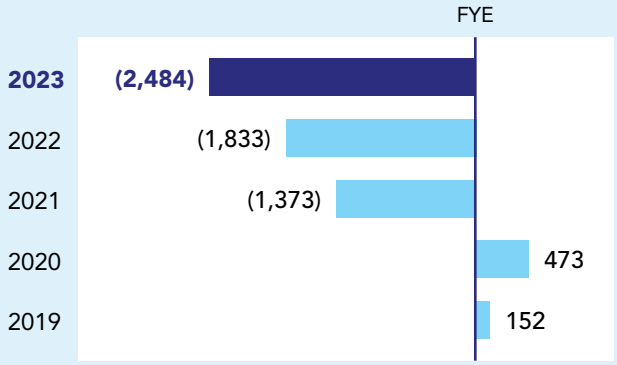
FINANCIAL REVIEW

Cash flows from operating activities

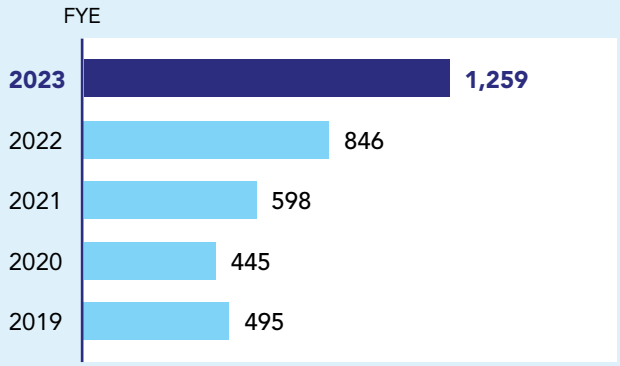
Net cash flows (used in)/generated from operating activities
(RM million)



EPCIC
(RM million)



FPSO Operations and Others (Non-EPCIC)
(RM million)



EPCIC cash flows

During the FPSO conversion period prior to lease commencement, EPCIC business activities do not generate cash for the Group, except in instances where our clients provide advanced funding for the FPSO conversion or where there are normal timing differences arising on payments to our vendors. In FYE 2023, the EPCIC net operating cash outflow primarily represented our continued investment into the conversion of FPSO Anna Nery, FPSO Maria Quitéria and FPSO Atlanta, where the costs incurred were in line with our expectations. Our investment into the projects during the conversion phase will be recovered through the bareboat charter payments received during the operations period. Subsequent to achieving final acceptance and first oil on 7 May 2023, FPSO Anna Nery will contribute positively to the Group's operating cash flows during its operations period.

Non-EPCIC cash flows

Yinson's order book represents RM97 billion for the next 25 years. This provides a stable revenue outlook for the foreseeable future, giving us confidence that we will be able to comfortably meet our operational needs.

The Group's business model of earning stable recurring income from asset-leasing contracts is evidenced by the steady growth of our non-EPCIC activities' cash flows from operations over the past years. In FYE 2023, the net cash flows generated from operating activities for non-EPCIC activities was RM1.3 billion, a 49% increase from the previous year. Looking back over a 2-year time horizon, Yinson's operating cash flows from non-EPCIC activities have more than doubled since FYE 2021.

FINANCIAL REVIEW

Cash flows from investing and financing activities

In FYE 2023, cash flows generated from financing activities, primarily through the drawdown of loans and borrowings and the rights issue completed on 28 June 2022, were deployed towards funding the project execution and investing activities of the Group, as presented in the Statements of Cash Flows from pages 184 to 188, which is in line with the Group's strategy of building a diverse portfolio of assets by growing and developing new businesses.

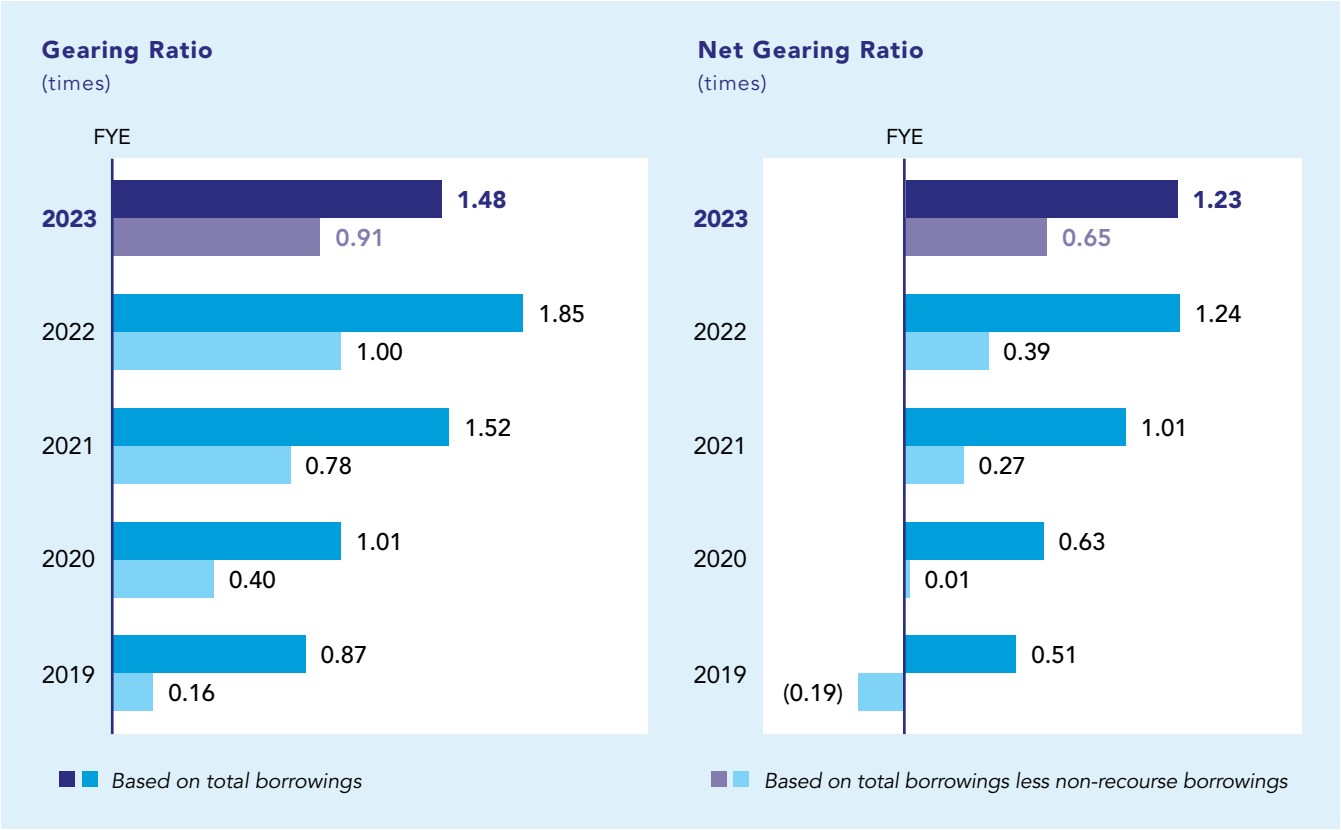
As at 31 January 2023, the Group's total undrawn borrowing facilities and perpetual securities amounted to RM5.3 billion, which comprised a project financing term loan facility of RM3.2 billion, Perpetual Sukuk of RM1.8 billion and revolving credit facilities of RM296 million. These facilities are secured primarily to finance the Group's ongoing and new FPSO projects, and expansion in the Renewables and Green Technologies businesses.

Our purpose for these increased borrowings is to finance our growth and to strengthen our cash position, providing assurance of our ability to service our debts and pay our bondholders in future. Structuring our finances with a long-term vision also allows us to secure funding at a lower cost.

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

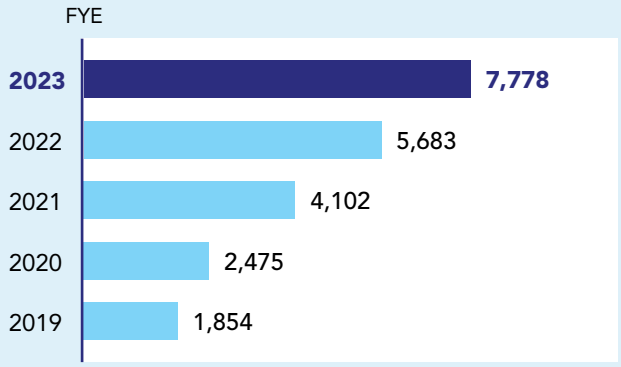
FINANCING ACTIVITIES

Leverage indicators

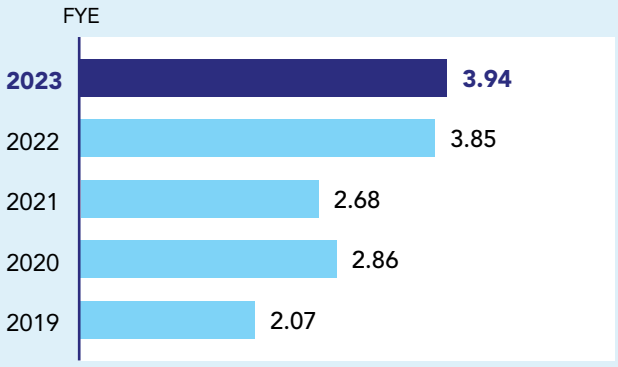


FINANCIAL REVIEW

Adjusted Net Debt
(RM million)



Adjusted Net Debt/Adjusted Core EBITDA
(times)



The Group applies Net Gearing Ratio (calculated as 'Total Loans and Borrowings' less 'Cash and Bank Balances plus Liquid Investments' divided by 'Total Equity') as a key indicator to manage its operations funding structure. Despite the higher leverage on additional loans drawn down to fund project execution needs, the ratio remained stable at 1.23 times in FYE 2023 due to the Group's enhanced total equity position of RM6.5 billion subsequent to the rights issue completed on 28 June 2022.

As at 31 January 2023, RM6.7 billion of loans and borrowings comprised project financing loans for FPSO JAK, FPSO Helang, FPSO Anna Nery, Rising Bhadla 1 & 2 Solar Parks and Nokh Solar Park, which were structured to ensure smooth repayment over the course of the assets' contracted periods. Some key features of Yinson's project financing loans are listed below:

- Project financing loans are non-recourse to Yinson once operational, with Yinson's guarantee being released from the project financing loan, which minimises the risk of these loans to Yinson's liquidity.
- Once the project financing loans become non-recourse, the project financing lenders are only entitled to repayments from cash flows of the projects the loan is financing, and not from any other assets of Yinson.
- The project financing loans for FPSO JAK, FPSO Helang and Rising Bhadla 1 & 2 Solar Parks are non-recourse. The project financing loan for FPSO Anna Nery is expected to become non-recourse in FYE 2024.

In assessing the Group's ability to repay its loans and borrowings, we refer to the Adjusted Net Debt/Adjusted Core EBITDA ratio. This ratio indicates the number of years' profits that are needed to cover outstanding loans and borrowings. FYE 2023's ratio increased to 3.94 times as compared to 3.85 times in FYE 2022, as the FPSO Anna Nery project neared completion and the FPSO Maria Quitéria and FPSO Atlanta projects commenced construction in the current financial year. During the construction phase, this ratio is temporarily elevated as collections from operations have not yet commenced whereas the project financing loan is being drawn to finance the construction. This increase in Adjusted Net Debt/Adjusted Core EBITDA ratio is manageable because FPSO Anna Nery's project financing loan repayments are only scheduled to commence after first oil is expected to be achieved.

As the Group continues to grow, we will continuously assess and determine the appropriate financing strategy for the Group to ensure an optimal mix of debt and equity funding to support future projects.

FINANCIAL REVIEW

CLOSING REMARKS

Yinson's strong focus on energy transition is reflected in our financial performance for FYE 2023, with significant investments made into YR and YGT as well as the implementation of low-carbon emitting technologies in our core FPSO business. Despite facing challenges from market forces such as inflation and interest rates, our profitability has continued to improve year-on-year, which demonstrates the stability and resilience of our business and our robust risk management measures.

By reinforcing our finance function, we can better address the risks identified and provide affordable and clean energy by building a sustainable and profitable operation focused on the energy transition. One of the big steps we have taken towards strengthening the finance function at the business unit level is the engagement of new Chief Financial Officers ("CFOs"). I would like to welcome Markus, Christian and Wan Yin who have joined as the CFOs of YP, YR and YGT respectively. I have asked my new colleagues to share a few words with us about their plans for the business units.

We remain committed to our strategy and view our continued investments into the business as growth enablers that will add to profitability over the long term.

Mr Markus Wenker
CFO, Yinson Production

In the last few years, YP has grown to become one of the leading independent owners and operators of FPSOs worldwide. The reorganisation of Yinson Group and increased autonomy of the different businesses provides YP more flexibility to work along the entire capital structure and across capital instruments, unlocking further growth and value creation for our shareholders. Whilst we are building YP's finance organisation, our focus will be on increasing capital velocity, optimising the capital structure and cost of capital, as well as expanding our banking relationships and broadening our funding base.

Mr Christian Rykke
CFO, Yinson Renewables

YR is an Independent Power Producer ("IPP") focusing on onshore renewable energy production through development, construction and operations of utility scale wind and solar plants. As I have only just joined the team, let me express my genuine excitement about joining the Yinson team, contributing to YR's growth and the Group's transition pathway. I arrive at a pivotal time for YR with a large project pipeline that we look forward to maturing into production assets. As such, our near-term focus is to operationalise the YR core team and to deliver on our targets to become a key IPP in our markets.

Ms Chan Wan Yin
CFO, Yinson GreenTech

YGT is all about electrification, from marine to mobility to charging infrastructure. Our goal is to enable Yinson's transition to net zero, as well as that of our shareholders, partners and community, in line with our SDGs. With the increased autonomy of decision-making to the business units, we are focused on establishing systems and processes that allow us to be agile and nimble. This year, we will focus on building YGT's financial, tax, legal and treasury infrastructure to support the growth of our various businesses.

VALUE CREATION AT YINSON

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Hasya Hasanah Binti Mohd Norazman, Age 13

MARKET LANDSCAPE

OFFSHORE PRODUCTION

The price of Brent crude oil trended even higher in 2022, rising significantly in the first half of 2022 as the Russia-Ukraine conflict sparked a range of sanctions on Russia by the international community that contributed to higher crude oil prices. Although prices generally declined in the second half of 2022, the average Brent crude oil spot price was USD100 per barrel. Oil-producing nations under the OPEC+ banner cut production by 2 million barrels per day or about 2% of global supply, which temporarily kept prices elevated. For the full year of 2022, Brent crude gained about 10% over 2021's prices.

As a result of the higher oil price environment, the demand for FPSOs was robust in FYE 2023, driven by countries focusing on energy security and oil & gas companies investing gains from high oil prices into new production projects. The demand has surpassed the capacity of FPSO contractors, which has consequently turned the market into one that is more favourable to contractors. As a result, contractors like Yinson have been able to obtain more balanced contract terms that align with the contractors' strategies.

We are leveraging this window of opportunity to advance our own sustainability strategies by proposing solutions that can reduce carbon emissions in FPSOs to our clients. As an upstream oil & gas service company, Yinson is committed to combating climate change within the sphere of our influence by designing and constructing FPSOs that operate with low emissions. Given that the oil & gas industry is responsible for over 40% of global emissions, with 25% resulting from direct emissions, we are also seeing a greater willingness by oil & gas companies to implement such technologies.

Looking ahead, FPSO Agogo will incorporate all available technologies for reducing emissions, such as Combined Cycle Power Generation, CCS, Hydrocarbon Blanketing, Closed Flare and Seawater Generating Turbine. Yinson views its focus on sustainability as an opportunity to enhance its track record and gain a competitive advantage in the industry.

RENEWABLES

In the context of the global energy market, 2022 provided even stronger impetus for the transition to low-carbon or renewable energy sources. The combination of energy security concerns related to the ongoing conflict in Ukraine combined with clear messaging on the inability to meet global warming targets from the United Nations Framework Convention on Climate Change (UNFCCC) and COP27 in Sharm el-Sheikh has driven political ambition levels for renewable and low-carbon energy sources even higher. This has led to more supportive policies and regulations around the world, and greater public acceptance of the need for change.

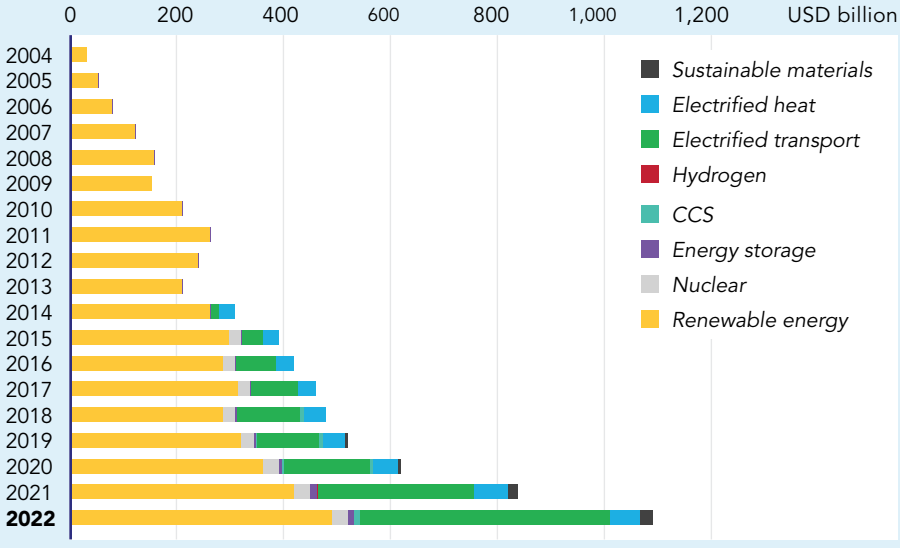
In 2022, ETI increased by 31% from the prior year to a record total of USD1.1 trillion, according to BloombergNEF. This was an important milestone as the total ETI was equal to the total fossil fuel investment globally for the first time ever. Nevertheless, putting this in perspective, the investment level still needs to increase threefold to achieve the net zero scenario.

USD1.11 trillion
Global ETI in 2022

31%
2021-2022 increase in ETI

3x
Increase in investment levels needed to get on track for net zero

GLOBAL ETI BY SECTOR



(Source: BloombergNEF)
Note: Start years differ by sector but all sectors are present from 2019. Nuclear figures start in 2015.

MARKET LANDSCAPE

Within the USD1.1 trillion ETI, renewable energy was the largest sector with USD495 billion of investment (up 17%), and electrification of transport was the fastest-growing with an increase of 54% to USD466 billion. The ETI growth is expected to continue; however, development across geographies will be uneven due to a combination of political, economic and social factors, requiring careful navigation. The key challenge for governments is to ensure a coordinated and balanced approach to infrastructure investment that facilitates the rollout of low-carbon technologies, including grid infrastructure, energy storage and market design. A key challenge for the industry is balancing the impact of the exponential growth in national ambitions with the required expansion in capacity of raw materials and related supply chains.

To succeed in this landscape, renewable energy companies like YR, which operate in the develop-build-operate space, need to keep a strong focus on the selection of good projects in the right markets, while managing supply chain, policy and regulatory risks. While market and project selection is a core expertise, building strong partnerships with in-country developers and leveraging global supplier networks are equally important contributors to the success of the business.

GREEN TECHNOLOGIES

The world and ASEAN have set ambitious targets to achieve net zero emissions by 2050, which is essential to limit global warming and avoid the worst impacts of climate change. While expanding the use of renewable energy for power generation is important, a key area that needs to be addressed is emissions from the transportation sector, which account for 37% of all GHGs. Shifting from fossil fuels and expanding the electrification of the transportation sector are crucial to reducing emissions in this area.

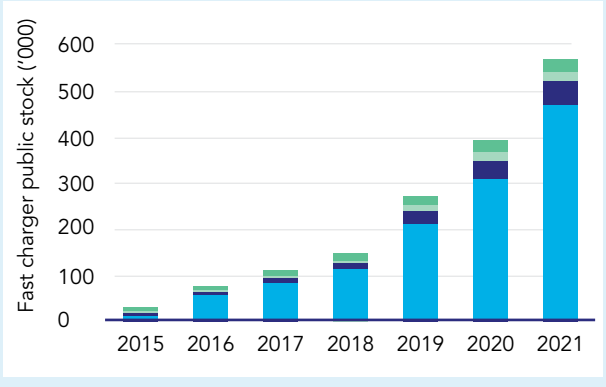
The targets, however, only form part of the picture. The other, and perhaps more important factor is that the price of EVs is falling rapidly, while the number of available EV models is increasing fast. And it is not just cars. The steady drop in battery prices will also contribute to the electrification of all modes of transportation, including buses, trucks, short-sea shipping and aviation. These factors are making it increasingly likely that nearly all new vehicles will be electric by the year 2030.

Globally, EV car sales surpassed 10 million units per year for the first time in 2022, which equates to one in seven cars sold being electric. The deployment of EV charging stations has had to keep pace with demand, with over 1.8 million charging stations now available globally. Fast-charging stations are also being rolled out at a quicker pace compared to slow-charging stations as governments and the EV industry strive to mitigate range anxiety and remove barriers to EV adoption.

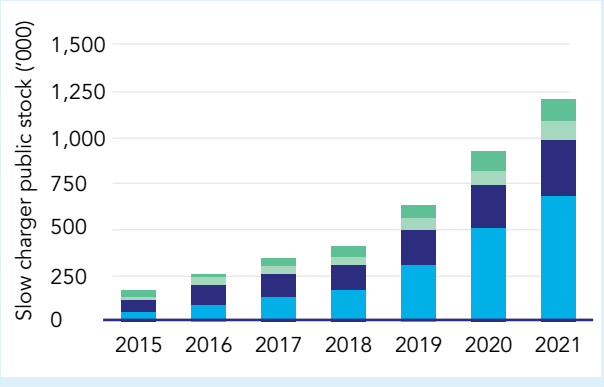
In Malaysia, we are seeing these upward trends being mirrored, especially given the supportive policies that the government has rolled out, such as the National Energy Policy 2022-2040, the Low-Carbon Mobility Blueprint 2021-2030 and the Malaysia Renewable Energy Roadmap 2021-2035. There are now more than 35,000 hybrid vehicles, 5,000 pure EVs and 10,000 battery & plug-in hybrid vehicles (BEV and PHEV) registered in the country, as well as 900 charging stations as of 2022 – with strong projections going forward.

EVs made up almost 12% of car sales in Singapore last year, up from almost 4% in 2021, according to Singapore's Land Transport Authority ("LTA"). In fact, the LTA expects the upfront cost of buying EVs to match traditional internal combustion engine ("ICE") vehicles by the mid-2020s.

PUBLICLY AVAILABLE FAST CHARGERS



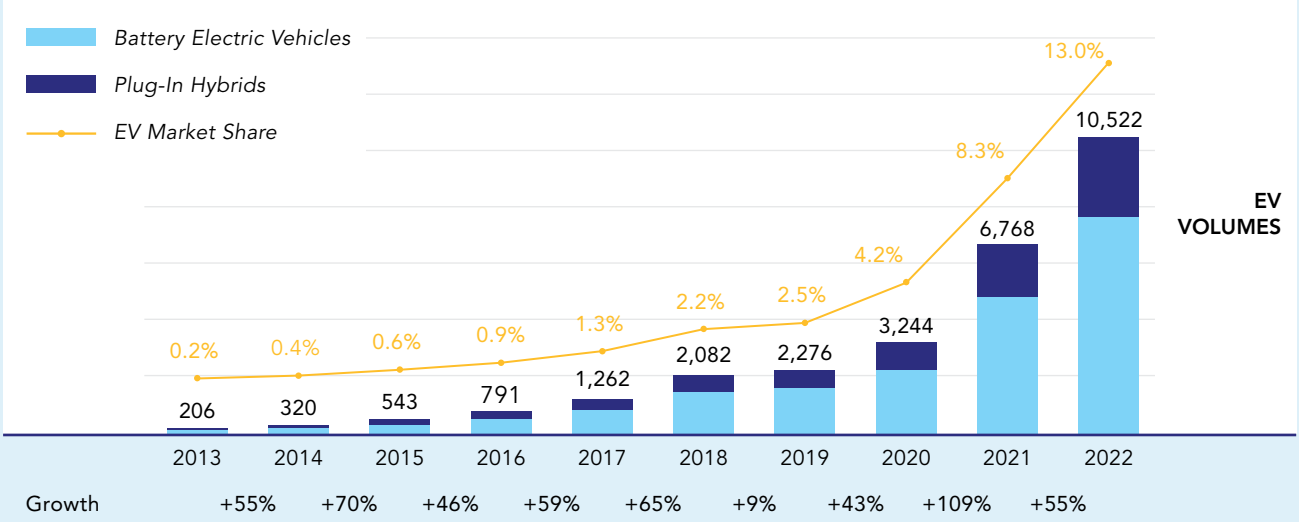
PUBLICLY AVAILABLE SLOW CHARGERS



(Source: www.ev-volumes.com)

MARKET LANDSCAPE

GLOBAL BEV AND PHEV SALES ('000s)



(Source: www.ev-volumes.com)

Under the Singapore Green Plan 2030, the LTA has outlined a comprehensive EV Roadmap to drive EV adoption, setting a target of 60,000 EV charging points by 2030. This includes working with the private sector to achieve 40,000 charging points in public car parks and 20,000 charging points in private premises. The Singapore government has also announced ambitions for every HDB town to be an 'EV-Ready Town', with approximately 2,000 car parks to be equipped with charging points by 2025.

Additionally, in Singapore, the harbour craft vessel segment has also broadened the spectrum of decarbonisation. Beginning in 2030, all new harbour craft operating in Singapore's ports must be fully electric, capable of using B100 (straight) biofuel, or be compatible with net zero fuels such as hydrogen. By 2050, Singapore aims for all harbour craft to operate with net zero emissions. Singapore's Maritime and Port Authority ("MPA") has made tremendous progress in encouraging electrification, with pilot programmes for the port's first fully electric ferry and lighter craft on schedule to begin this year. The MPA is also launching a charging station plan to support electric vessel operations, with the first location slated to begin operating on Pulau Bukom in a few months. A broader charging station plan covering more locations will be completed in 2025.

As a business involved in green technology, including our mobility and marine segments, the opportunities for growth and innovation are vast. Both Malaysia and Singapore are at their respective inflection points in this space and we believe we are well positioned to capture the opportunities that will present themselves as these markets reach critical mass. We will continue investing in the research and development ("R&D") of new technologies and working closely with policymakers to contribute to the transition to a low-carbon and sustainable future.

OFFSHORE MARINE

The offshore support vessel ("OSV") market in Malaysia has seen a pickup in activity levels in 2022 and is expected to see even greater levels of activity in 2023 following the 10 hydrocarbon discoveries made in Malaysia in 2022. According to Malaysia Petroleum Management, eight oil & gas discoveries were made off the coast of Sarawak and one each off the coast of Sabah and Peninsular Malaysia. This bodes well for the local OSV industry as local vessels will continue to be prioritised under panel arrangements.

However, there are emerging signs of a shortage of OSVs in Malaysia as the building of new vessels has slowed over the past six years. About 60% of the OSVs operating in Malaysia are now 12 years old on average, which puts the industry at risk due to the age cap in place for Petroliam Nasional Berhad ("PETRONAS") tenders. However, negotiations are underway to increase the age cap to 20 years instead of 15 years. This will mitigate the shortage by enabling existing vessels to be utilised for a longer period.

Another challenge is with regards to charter rates, where despite oil prices having strengthened, the charter rates for OSVs have yet to increase. In addition, we note that some crew are forming private unions to take advantage of shortages in the market to obtain higher salaries for certain positions.

MATERIALITY MATTERS

Materiality is a fundamental component of our value creation journey, as it allows us to identify what matters most to our business and stakeholders. We use materiality assessments to inform our decision-making, by identifying the key ESG issues that may have a material impact on the value of our business and our relationships with stakeholders. Our materiality assessment is conducted using guidelines from the GRI standards, which provide clear information on how our material matters are identified and prioritised.

We recognise that it is critical to understand the interests of our stakeholders, and our business impact on them. We believe this can be achieved through stakeholder engagement, involving continuous dialogue and deep consumer insight, which informs the development of our products, services and strategies. Stakeholder engagement is part of our materiality assessment. We last performed an in-depth materiality assessment in FYE 2022 to identify the relevance of our material matters. We aim to update and review our Materiality Matrix every two years; thus, the next comprehensive materiality assessment will be in FYE 2024.

MATERIALITY ASSESSMENT PROCESS

Identification of Topics

Conduct an evaluation of material matters and issues relevant to our industry from both domestic and global perspectives, while considering our prior Materiality Matrix and those of our competitors.

Stakeholder Engagement

Engage with more than 40 stakeholders, comprising our Board, Senior Management, representatives from various departments and individuals from vital stakeholder groups such as financial institutions, investors, clients and governmental agencies.

Prioritisation of Topics

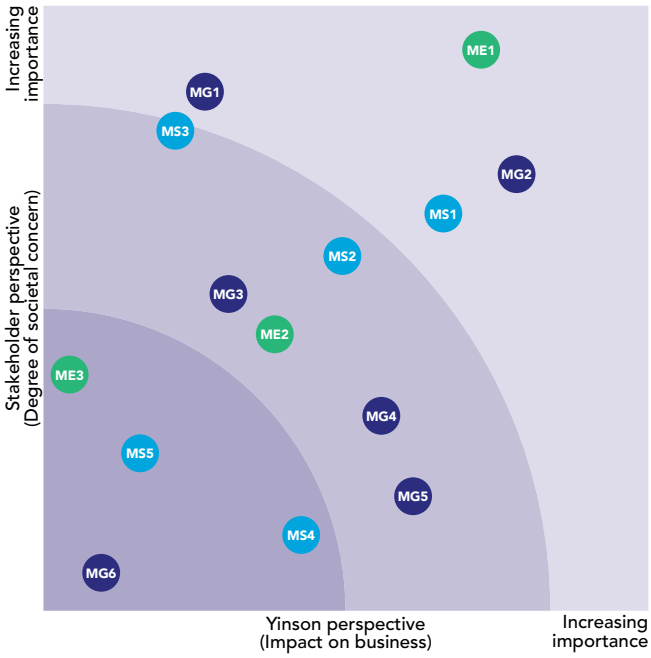
Evaluate the significance of each material topic in terms of its financial, operational and reputational impact based on the insights obtained from stakeholder engagement. Following the analysis, we chart the outcomes on our new Materiality Matrix.

Validation of Findings

The new Materiality Matrix is presented to our Board and Senior Management for review and approval.

YINSON'S 2022 MATERIALITY MATRIX

In 2022, we reviewed our 14 material matters through a validation study to ensure that our material matters were up to date. The material matters were compared to local, regional and global industry peers, as well as the Sustainability Accounting Standards Board (Oil & Gas - Services) and the GRI Sector Standards. We concluded that our material matters were current and aligned with industry peers and the selected frameworks. Thus, we retained our 14 material matters for FYE 2023.



Material topics

- ME1 Climate Change & GHG Emissions
- ME2 Waste & Pollution Management
- ME3 Environmental Stewardship
- MS1 Human Capital Development
- MS2 Operational Health & Safety
- MS3 Human & Labour Rights
- MS4 Client Relationships
- MS5 Community Engagement
- MG1 Business Management & Profitability
- MG2 Business Model Innovation
- MG3 Good Corporate Governance
- MG4 Sustainable Supply Chain Management
- MG5 Cybersecurity
- MG6 Digitalisation

Points of differentiation : Topics where Yinson can lead.

Value enhancement : Topics which can add operational value to Yinson.

Value protection : Foundation topics to Yinson.

MATERIALITY MATTERS

MANAGING OUR MATERIAL TOPICS

The effective management of our material topics is inherently interconnected with the management of our Capitals and in alignment with our Sustainability Principles. We believe that by managing our environmental and social impacts, which are reflected in our Human, Natural and Social & Relationships Capitals, we can improve our innovation and management processes, which are embodied in our Manufactured and Intellectual Capitals. This, in turn, helps us to gain a better understanding of risks and opportunities, enabling us to manage societal and environmental matters more effectively. As we integrate the management of all our Capitals, we strive to achieve greater profitability and ultimately establish a sustainable business model. We have mapped our material topics to our Capitals and Sustainability Principles, as shown in the following table:

MATERIAL TOPIC	SUSTAINABILITY PRINCIPLE	CAPITAL
ME1 Climate Change & GHG Emissions	Environmental Conservation & Protection	C6 Natural Capital
ME2 Waste & Pollution Management		
ME3 Environmental Stewardship		
MS1 Human Capital Development	Championing Human Rights & Human Capital Development	C4 Human Capital
MS2 Operational Health & Safety		
MS3 Human & Labour Rights		
MS4 Client Relationships		C5 Social & Relationships Capital
MS5 Community Engagement		
MG1 Business Management & Profitability	Embracing Good Corporate Governance	C1 Financial Capital
MG2 Business Model Innovation		C2 Manufactured Capital
MG3 Good Corporate Governance		C3 Intellectual Capital
MG4 Sustainable Supply Chain Management		C5 Social & Relationships Capital
MG5 Cybersecurity		C3 Intellectual Capital
MG6 Digitalisation		

STRATEGY REVIEW

Joint commentary by Mr Daniel Bong, Group Chief Strategy Officer and Head of Group Corporate Advisory (2022) and Mr Chai Jia Jun, Group Chief Strategy Officer (2023)

POISED FOR CONTINUED GROWTH

It has been yet another fast-paced, fruitful and exciting year for Yinson, in which we performed strongly in both financial and sustainability contexts through the disciplined execution of our strategy. We concluded our Group Strategy Review ("GSR") in 2022, which subsequently led to the reinforcement of our strategies and a number of developments announced in early 2023. The GSR was supported by Boston Consulting Group as part of our review strategy process.

To recap, we first started on the GSR in 2021, cognisant that we needed a blueprint to guide us over the next 10 years, especially as we would be facing significant structural, regulatory and industry changes with the broader market landscape signalling a clear acceleration of the energy transition. We realised that now is the pivotal time to make the right strategic decisions to support our growth and long-term sustainability. We also needed to evaluate our capital allocation and reserve strategy, fine-tune our core competitive position and explore new opportunities and ways of doing things in the context of our future business direction.

Thus, the key deliverables of the GSR were to:

- Assess Yinson's core capabilities against the market landscape and macro trends.
- Establish probable long-term scenarios, evaluate strategic choices and lay out the dominant strategy.
- Examine a framework for strategic capital budgeting and identify further sources of capital which are aligned with our growth plans.

AFFIRMING OUR DIRECTION AND STRATEGY

The GSR's key conclusions affirmed that our overall business model, strategy and direction were solid, and this has given us greater focus in terms of execution. From the review, it became even clearer that each of our business units is growing in different phases, and how the Group supports them should change in order to maximise their growth potential and create greater value for our stakeholders.

We were at an inflection point in our growth journey and we needed to consider business unit autonomy and capabilities, but with active stewardship from the Group. Therefore, one of the direct results of the GSR was the implementation of greater decision-making autonomy at the business unit level, reflected in the strengthening of functions, manpower and expertise, which were previously provided centrally by the Group. This also included adjustments to Limits of Authority ("LOA") to ensure business units are able to make independent and timely financial decisions, as well as the launch of new brand identities for each business unit. These changes, together with strategic leadership changes to better reflect the needs of our business, were rolled out in phases from late 2022.

STRATEGY REVIEW

Our newly established business unit, Farosson, led by Mr Daniel Bong, acts as a catalyst for growth, offering collaborative capital solutions that drive success, maximise returns, and foster a sustainable future. With a focus on advisory, investment and asset management, Farosson offers a robust platform for capital recycling, enabling businesses to unlock the value of their long life assets and optimise resources for enhanced returns. Farosson's expertise lies in sourcing the right capital and investors tailored to the unique requirements and circumstances of Yinson's businesses. This will ensure a stable capital base that supports our Group's growth initiatives. Armed with hands-on investing experience accumulated over the years, Farosson will also invest in external sustainable infrastructure projects, reinforcing our Group's dedication to environmental stewardship and expanding our impact in the broader community.

A DEEPER DIVE

Through the GSR, we had the opportunity to take a deeper dive into each of our businesses to determine what our next steps should be in the context of their respective operating environments, while considering capital, technological and human capital demands.

Yinson Production

The FPSO business remains Yinson's main profit centre in the near to medium term and will require significant capex to grow. With the energy sector entering a capex expansion era, we believe that YP is well positioned to capitalise on this while contributing significantly to the net zero agenda given our competitive advantages such as strong relationships, project execution, operational track record and a leading position in decarbonisation efforts. Yinson will also continue to pursue its multi-client portfolio to ensure business sustainability.

Separately, the FPSO business also conducted a strategy review which led to an internal reorganisation that streamlined and housed all FPSO activities under YP. This strengthens its balance sheet to tap into future growth and expansion. This exercise also prepares the FPSO business to take advantage of market opportunities as and when they present themselves.

As part of the FPSO strategic review, Yinson decided not to pursue an Initial Public Offering of the FPSO business at this stage, considering the prevailing macroeconomic developments and factors which would not be favourable towards maximising shareholder value presently. Nonetheless, we continue to explore various other opportunities and options, including strategic partnerships, from time to time.

Yinson Renewables

Our Renewables business has its finger on the pulse of the energy transition, showing significant opportunity to scale. Capital recycling has always been an integral part of YR's growth strategy. We will strategically evaluate options to sell down renewables projects, which may include an asset-by-asset or a portfolio aggregation approach. We will also strategically plan the right timing to sell down, cognisant that each phase of the asset's value chain presents different risk, return and cost profiles.

YR will continue to diligently assess project opportunities, correlating returns to each project's risk factors, such as the counterparty, contractual legal terms, technical requirements, tax, ESG, project partners and strategic considerations. The evaluation process, led by our experienced team and local partners, helps us to balance commercial expectations with our strategic goal of achieving sustainable growth.

We believe that our current and future pipeline holds significant value. In time, we believe that we will be able to strategically monetise the pipeline, bringing sustained returns both to the Group and our shareholders.

Yinson GreenTech

Our green technologies business fits in well with Yinson's vision and climate goals, and provides a good balance to the Group's overall risk return profile in line with the energy transition. The findings from the GSR affirmed that YGT is involved in spaces that are key value drivers in the decarbonisation economy.

Having invested in various technology companies in the early stages of YGT's growth, in 2022 we directed our focus to the strategic areas that we should build and scale. The heart of YGT's business is electrification across the land and sea transport systems, and we are working hard to strategically enhance and integrate our various service offerings towards creating this future ecosystem for disruptive growth. We believe these efforts have not yet been reflected in the valuation of the Group, and will therefore bring significant upside to our shareholders in the future.

STEADY PROGRESS AGAINST OUR GROUP STRATEGIES

Throughout the period under review, we continued to be guided by our six Group Strategies (GS1 to GS6). Below, we describe how adhering closely to the strategies has brought us closer to achieving our purpose.

STRATEGY REVIEW

GS1 Operationalise ESG

At Yinson, we recognise that delivering on our ESG targets is key to enabling us to contribute materially to global energy security, ensuring the sustainability of the business and delivering sustained returns to our shareholders and supply chain. To achieve this, Yinson has placed ESG considerations at the core and we are operationalising ESG wherever possible – whether through business operations, strategies, financing, risk management or new business opportunities.

Foundationally, Yinson has established a robust sustainability governance structure that focuses on integrating ESG considerations into all decisions. To make this more prominent, members of the Sustainability Committee and Management Committee have key performance indicators set against sustainability metrics, with their remuneration tied to their performance against these targets.

In the context of climate action, we remain committed to achieving carbon neutrality by 2030 and net zero by 2050. We are aggressively working to lower the emissions of our current fleet, and are very careful to only select projects for our future fleet that will lower our overall fleet carbon intensity in line with our projections and targets.

We also recognise that our suppliers play an important role in helping us achieve our aspirations. As such, in the year under review, we further enhanced our Vendor Registration Platform ("VRP") with the addition of an ESG module. The module includes a more detailed set of ESG questions that are benchmarked to global reporting standards, allowing us to measure our suppliers' ESG maturity and engage with them.

Going forward, despite the challenges associated with ensuring that ESG remains at the forefront of our business, we remain deeply committed to this agenda. We will continue to explore new technologies and better ways of working to ensure that we are effectively operationalising ESG.

Our commitment to corporate social responsibility

As a responsible corporate citizen, we are aware that we play a crucial role in positively impacting communities and the environment via our CSR efforts. We have set our goals to initiate and maintain a sustainable transformation by concentrating our initiatives on empowering communities and environmental preservation.

In FYE 2023, we invested approximately RM1.89 million across 21 CSR projects impacting 23 communities, and our employees volunteered 120 CSR hours through proactive participation. Notable highlights include impacting more than 5,915 Ghanaian students at various schools in the region where we operate, 65 scholarships awarded through our Yinson Scholars Programme to date and 81.5% positive growth in academic mastery through the Teach For Malaysia Tutoring Programme.

GS2 Forefront of innovation & disruption

We believe that innovation and digitalisation are key to developing game-changing ways of working. We look at this from three contexts. Firstly, how digitalisation can improve our processes and core products so that we are able to create value more effectively. Secondly, how new technologies and innovations play an integral role in advancing climate action and the energy transition journey. Thirdly, how these innovations future-proof our business as we develop technologically advanced solutions that can be implemented across a wide range of industries beyond our own in time to come, allowing us to diversify our offerings in line with the evolving landscape. We have made significant strides in all these contexts and we believe that as a result, we are ahead of our competitors in delivering clean energy solutions.

Through YGT, we are working to disrupt the electrification of land and sea transportation via the development of smart green assets and charging infrastructure, enhanced through digital platforms and analytics. Collaborating with a like-minded community of investors, partners, industry peers and clients, such as Gentari, EV Connection, LHN Group, AEON Group, Starbucks, Wasco Energy and Dinamikjaya Motors, has allowed us to widen EV adoption nationwide and across borders, towards the goal of making green transport the new norm. Our investments into technology start-ups such as Shift Clean Energy, Zeabuz, Gotsurge, Oyika, Lift Ocean, eMoovit and MooVita have allowed us to integrate these technologies into our green assets, turning them into advanced smart assets with the potential to disrupt.

One of our key technologies that will shape the outlook of the offshore production industry and bring us closer to our own net zero aspirations is the Zero Emissions FPSO Concept. We are leading the industry in terms of digital twin technology, which we believe will eventually allow us to automate many FPSO operations, optimising safety and operational performance greatly while lowering costs. Our pioneering low emissions design on FPSO Agogo, which also includes the world's first offshore CCS pilot, is expected to pave the way for widespread industry adoption and establish our standing in the carbon management space.

STRATEGY REVIEW

Yinson faces several challenges in embracing digitalisation and innovation. These challenges include the highly competitive space in which we operate, the high capital expenditure requirements needed in order to stay competitive and the higher risk of failure associated with introducing new technologies and innovations.

Despite these challenges, Yinson recognises the importance of sustained investments of time and resources in these areas. From an organisational perspective, we are fully committed to ensuring that our governance structures support this. We will also strive to create value by optimising existing processes and workflows, enhancing our core products and creating new solutions according to market demand. Ultimately, we believe that digitalisation will enable us to innovate cutting-edge ways of working and to stay ahead of our competitors in delivering clean energy solutions.

GS3 Create sustainable shareholder value

Creating sustainable shareholder value requires long-term planning and making bold decisions early. The findings from the GSR helped to crystalise our steps forward in this regard, as reflected in the greater decision-making autonomy given to our businesses, the establishment of Farosson to accelerate our growth and investments into sustainable infrastructure and the strengthening of leadership and governance at the Group level to align all businesses towards an ESG-focused future.

In discussing sustainable shareholder value, the conversation will continue to centre around our FPSO business in the nearer term, given that it contributes a substantial amount of revenue and profits. As previously mentioned, it is a capital-intensive business, and for us to manage the associated risks, such as corporate funding risk, we know that our strategies must be updated to capture the opportunities of an evolving market landscape. To us at Yinson, this begins with how we allocate our capital to embrace the energy transition and to ensure that ESG and sustainability continue to remain at the core of what we do.

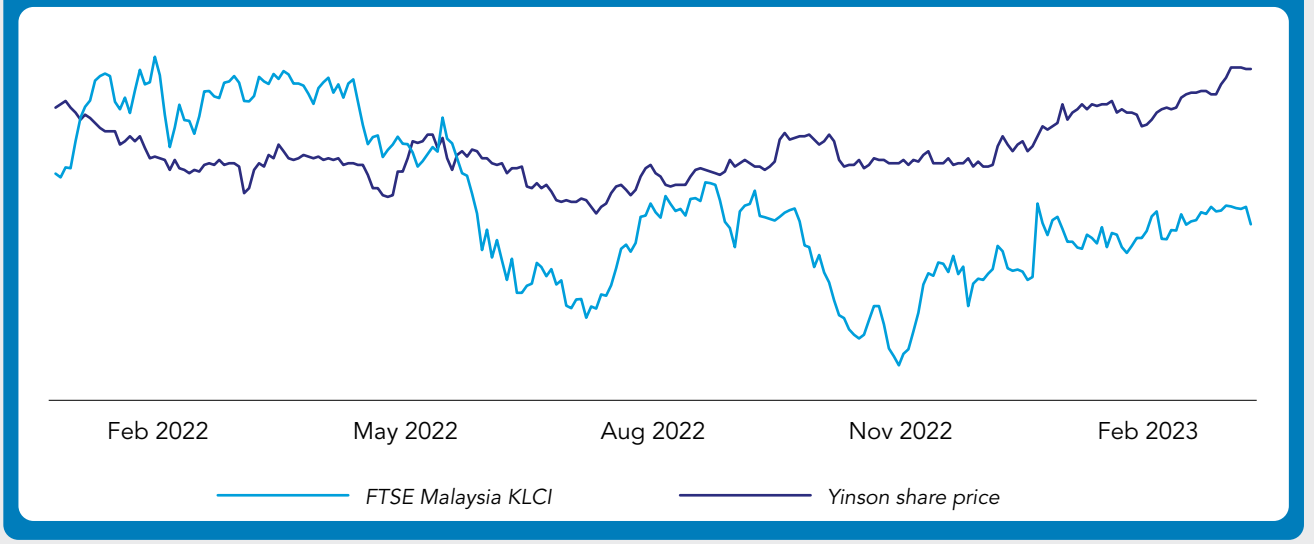
As such, we have made the commitment to devote at least 30% of equity Group-wide to non-oil-based FPSO activities by 2030. This commitment demonstrates our seriousness in taking concrete steps in line with the energy transition agenda. We are committed to ensuring that all decisions made across the Group are aligned with the achievement of this target. We are also committed to only selecting projects that align with our aims.

In line with our strategic direction to capture opportunities in the energy transition space, we will be actively directing capital from the FPSO business to growing YR and YGT. This is also where Farosson and its capital recycling expertise comes into play. Overall, this is how we will de-risk our capital from energy transition and climate risk over the long term.

Over the years, Yinson has continued to provide steady returns to our shareholders while growing the Company, as demonstrated in the graph below. Delivering such value continues to be a priority for us moving forward.

Throughout FYE 2023, Yinson's share price remained relatively stable despite the various economic downturns, hovering around the RM2.20 mark, with a high of RM2.70 and low of RM1.83. The relatively stable share price is a testament to our sound financial background and management.

KLCI VS YINSON SHARE PRICE



STRATEGY REVIEW

As our businesses grow in tandem with the changing external landscape, we need to nimbly adapt our business models to manage risks while capitalising on the right market opportunities. To build a business that offers sustainable value to our shareholders, we will continue to improve our engagement with our investors and shareholders so they can build a good understanding of our business model and strategies while we gain better insights into their areas of concern.

GS4 Tactical financial management

Yinson leverages its advantage as one of the leading players in the FPSO industry to advocate for quantitative and qualitative terms that allow us to manage capital expenditure tactically, while meeting our clients' need for timely, quality delivery.

One example is the FPSO Atlanta project, which involves Yinson receiving milestone payments during construction and a call option for Yinson to acquire the asset-owning company which holds a 15-year time charter and operations & maintenance contract. In the FPSO Agogo project, Yinson signed an Agreement for Preliminary Activities ("APA") which brought in upfront milestone payments, reducing the need for fresh capital outlay during construction. These strategies benefit both Yinson and our clients, allowing us to maintain financial resources for operational excellence and timely project delivery while upholding value creation for stakeholders.

Yinson also raises cash from the equity market and through other financial instruments to fund our projects by collaborating with a network of banks that are actively involved in energy infrastructure financing. In this context, we also leverage on newer types of financial instruments that are aligned with our ESG aspirations. This led to Yinson issuing Malaysia's first Sustainability-linked Sukuk Wakalah Programme in 2021, valued at RM1 billion for a five-year tenor and which was oversubscribed by 1.66 times.

In the green technologies space, we take a collaborative approach, by partnering for co-investments or co-developments of new technologies or innovations. Co-investments include equity investments into technology start-ups whose offerings contribute to our particular areas of focus, such as Shift Clean Energy for marine battery storage solutions and with SMRT Ventures into autonomous vehicle technology start-up, MooVita. Co-developments include our contribution to various research projects, such as with the National University of Singapore on the development of autonomous technology for buses and with the Goal Zero Consortium for the development of electric vessels. This approach allows us to access technologies that enhance our green assets and facilitates integration across the land and sea transport ecosystems, multiplying the value of the business over time.

Sourcing and strategising capital allocation for our businesses' growth amid an increasingly climate-conscious market environment is one of the challenges that Yinson will face moving forward. However, we will continue to build on the long-standing trust that we have with the investor community through prudent financial management, explore new capital pools and financing opportunities and continuously improve our sustainability performance as our strategy to turn these challenges into opportunities.

GS5 Build a platform for growth

The findings from the GSR have provided impetus to this particular strategy, as one of the immediate outcomes centred on building a more agile Yinson by enabling our business units to grow and scale while managing the unique challenges and opportunities within their respective industries.

Thus, transferring decision-making autonomy to the business units was a key achievement that will enhance this strategy and enable our business units to be nimbler. Furthermore, we have decentralised some corporate functions to the business units, such as tax, treasury and finance, legal and corporate finance, allowing specialised corporate expertise to contribute to stronger, more efficient decisions. Accordingly, we also brought in new talent to join business unit senior leadership teams, including new CFOs for YP, YR and YGT – Mr Markus Wenker, Mr Christian Rykke and Ms Chan Wan Yin, respectively.

At the Group level, we continue to strengthen our governance structures and have put in place strategies that will optimise functions like tax and capital allocation, risk management and HR. Where possible, we are leveraging the synergies present in the Group while the centre provides overall leadership and governance in sustainability and risk for the business units.

There are always challenges that come with growth, such as ineffective operations, finding and retaining quality talent and maintaining an aligned corporate culture. Our Core Values, R.O.A.D.S, continue to be reinforced and operationalised at all levels, aligning our hearts and actions towards achieving our Vision and Mission. We believe that the best way to manage risks that come with rapid growth is by cultivating a passionate workforce which understands that the work that it does contributes to addressing the critical issue of global energy security.

STRATEGY REVIEW

GS6 Empower decision-making

The strengthening of decision-making autonomy at business unit level as recommended by the GSR fits perfectly with the aspirations of this strategy to empower our businesses and employees. Our business units can now make better decisions faster, which will enable us to capture more opportunities. For example, this shift supports the growth of YGT, which is an industry that moves rapidly, in line with the ever-evolving nature of green technologies and innovations. It is a business that cannot be held back by processes that may be necessary for the capex-heavy FPSO business.

In conjunction with the reinforced corporate teams at business unit level, we are optimistic that we can quickly grow our businesses, secure new projects and partnerships and move in an agile way to keep up with the changing external environment. We also understand that we are now in the transition phase of this move and we are cognisant that decision-making must be carefully carried out, in consultation with all stakeholders, to obtain the best outcomes.

More broadly, we empower decision-making by facilitating access to accurate information more quickly. This is where digitalisation, technology and innovation play an important role. In the year under review, under the purview of a strengthened global Information Technology ("IT") team, we implemented a Group Strategic IT Roadmap. The Roadmap brings together six focus areas to support Group-wide operations, project execution and digital transformation. Across the Group, departments are taking ownership to identify the digital platforms that will put the best information at their fingertips. In close collaboration with the global IT team, synergies between the platforms are established to bring relevant data across departments, moving away from siloed decision-making.

The challenges of digitalisation include increased exposure to cyber attacks and data breaches, as well as non-standardisation of internal processes leading to operational inefficiency. However, we believe that digitalisation is foundational to our continued growth. Thus, as a Group, we are committed to investing into the digital infrastructure and resources needed to empower good decision-making, as well as establishing sound governance of our data assets.

CLOSING WORDS

The evolving business landscape gives rise to both risks and opportunities. As Yinson continues to evolve in tandem, we keep our goal of providing energy security to countries and communities front and centre. This leads us to take a careful, yet bold approach to our growth, balancing the need for innovation and disruption with sound governance and data-based decisions.

We are confident that our decisive strategic actions in 2022 have further strengthened our foundations and safeguarded us from our key risks moving forward, while providing a clearer way forward on the opportunities we should capitalise on. Thank you for joining us on this journey as we head towards a more sustainable, equitable and energy-secure future for all.

VISION, MISSION AND CORE VALUES

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

OUR CORE VALUES

R

RELIABLE

We always deliver on our commitments

O

OPEN

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

A

ADAPTABLE

We understand our stakeholders and collaborate to realise our common goals

D

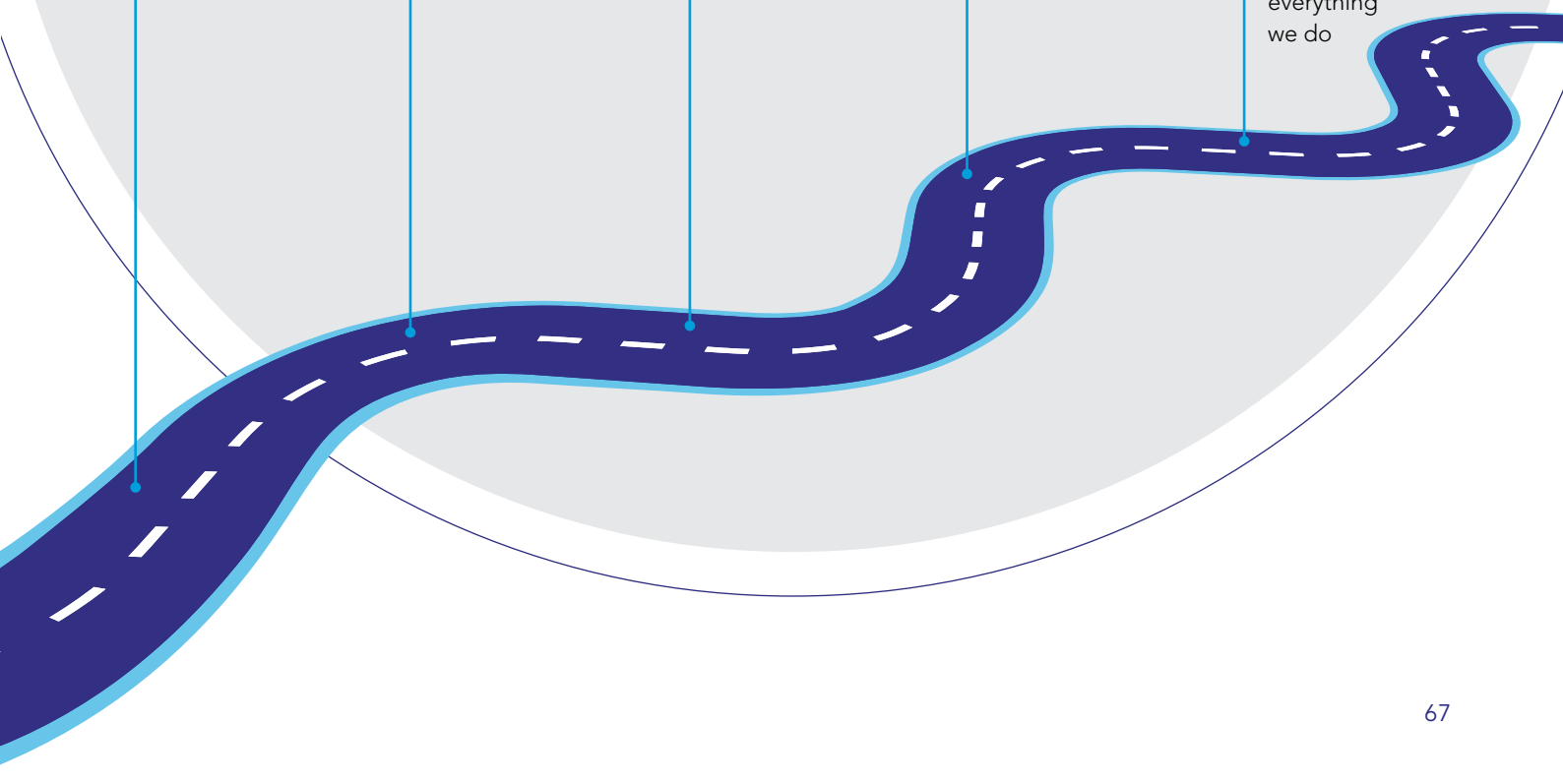
DECISIVE

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

S

SUSTAINABLE

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



VALUE CREATION MODEL

YP processes oil & gas from seabeds for energy generation and manufacturing

YINSON Production

CLIENTS AND NATURE OF RELATIONSHIP	CLIENT VALUE PROPOSITION	KEY ACTIVITIES	REVENUE MODEL	KEY COSTS	KEY PARTNERSHIPS
Charterers in the oil & gas industry, typically oil majors or national oil companies. We maintain long-term relationships with a small client base, with the quality of the relationship dependent on our operational service achievements.	Provision of processing, storing and offloading of crude oil and gas from subsea reservoirs through the design, construction, leasing and operation of production assets for the offshore oil & gas industry.	• Securing quality projects. • Delivering projects on time and on budget. • Delivering industry-leading safety and operations performance.	Fixed, daily hire rate for the duration of the contract, with incentives for good performance.	Asset construction and conversion, salaries, interest payments, asset operations and maintenance, insurance.	Ship builders, bankers and lenders, investors, major subcontractors.

YR develops, builds and operates renewable generation facilities to deliver and sell energy

YINSON Renewables

CLIENTS AND NATURE OF RELATIONSHIP	CLIENT VALUE PROPOSITION	KEY ACTIVITIES	REVENUE MODEL	KEY COSTS	KEY PARTNERSHIPS
Primarily government-owned or public listed power utilities and industrial/commercial customers. We maintain long-term relationships with an industrial and public client base, with the quality of the relationship dependent on our reliable delivery of contracted power.	Provision of stable and reliable power generated from renewables assets to the relevant power grid.	We participate in the full renewables value chain: • Finding, evaluating and securing sites. • Designing and developing assets, including securing grid applications, power sales and financing. • Carrying out pre-construction and construction work. • Owning and operating the asset.	Recurring stable revenue once operational and power sales start.	Asset development and construction, salaries, local partnerships, interest payments, asset operations and maintenance.	Local & state governments, local development partners, contractors & suppliers, local regulators, bankers & lenders.

VALUE CREATION MODEL

YGT provides clean, technology-based products and services for transport ecosystems across land and sea

YINSON GreenTech

CLIENTS AND NATURE OF RELATIONSHIP	CLIENT VALUE PROPOSITION	KEY ACTIVITIES	REVENUE MODEL	KEY COSTS	KEY PARTNERSHIPS
• Businesses looking to decarbonise their fleet operations, both land and sea. • Individuals and communities who wish to transition to electric mobility/ transportation. We maintain a large customer base, with the quality of the relationship dependent on our ability to help our clients transition to net zero.	Provision of accessible and affordable, environmentally friendly, easy-to-use, technologically enhanced and integrated, zero carbon ecosystem of products and services across land and marine transport.	• Accelerating the adoption and adaptation of electric vehicles and vessels. • Supporting commercial and industrial customers in meeting their own net zero ambitions. • Providing a digital platform for prototyping innovations and commercialisation of integrated technologies. • Investing in green tech companies and operating them where applicable.	• Lease and operation of electric vehicle and vessel fleets. • Subscription-based and pay-per-use for charging infrastructure. • Licensing-based white-labelled software solutions.	Purchase, deployment, integration and upkeep of assets and infrastructure, R&D of new technologies, insurance and administration, salaries, interest payments, investments into strategic technology companies.	Governments, research institutions, marine and mobility supply chains, industry peers.

RO provides support services to offshore assets

Regulus OFFSHORE

CLIENTS AND NATURE OF RELATIONSHIP	CLIENT VALUE PROPOSITION	KEY ACTIVITIES	REVENUE MODEL	KEY COSTS	KEY PARTNERSHIPS
Offshore oil & gas companies, offshore wind operators and offshore marine operators. We maintain a small client base, with the quality of the relationship dependent on our operational service achievements.	Provision of support services to offshore production assets such as crew transfer, provision of supplies and maintenance services.	• Preparation of and participation in bids. • Performing support services for offshore assets.	Fixed charter rates based on contracts.	Salaries, upkeep of assets.	Shipyards, regulators, crewing agencies.

VALUE CREATION MODEL

TO BE A GLOBAL ENERGY SOLUTIONS PROVIDER THAT IS KNOWN FOR BEING RELIABLE, OPEN, ADAPTABLE, DECISIVE AND SUSTAINABLE

PASSIONATELY DELIVERING **POWERFUL** SOLUTIONS

VISION

MISSION

YINSON

CORE VALUES

RELIABLE

OPEN

ADAPTABLE

DECISIVE

SUSTAINABLE

INPUTS

C1 FINANCIAL

- RM1,660 million cash and liquid investments
- RM9,584 million total loans and borrowings

C2 MANUFACTURED

Offshore Production
- 6 assets in operation
- 3 assets under construction

Renewables
- 177 MW solar plants in operation
- 774 MW renewable energy assets under construction/ pre-construction
- >1 GW projects secured and in development
- 3 GW to 5 GW early-stage development pipeline

Green Technologies
- 6 green technology companies invested
- 300+ charge sites operational

Offshore Marine
- 4 offshore support vessels in operation

C3 INTELLECTUAL

- 6 active R&D partnerships
- 2 prototypes under development
- Robust corporate and organisational governance

C4 HUMAN

- 1,488 total regular employees
- 226,987 total training hours on LMS
- 87 leaders from Yinson Production attended SAYFR X-lab workshops
- 65 leaders completed L.E.A.D. programme to date

C5 SOCIAL & RELATIONSHIPS

- RM1.89 million spent on CSR programmes
- 120 employee volunteering hours
- 929 suppliers and vendors engaged through the VRP
- 11 analyst briefings
- 70 investor events and meetings
- Regular engagements with all our stakeholder groups
- Proportion of expenditure on local suppliers: 50.6% FPSO Abigail-Joseph (Nigeria), 67.0% FPSO Adoon (Nigeria), 85.0% FPSO Helang (Malaysia), 69.3% FPSO JAK (Ghana)

C6 NATURAL

- 3,428 GWh energy consumption
- 12 ML water consumption

STRATEGIC FRAMEWORK AND BUSINESS ACTIVITIES

GROUP STRATEGIES

BUSINESS

- GS1 Operationalise ESG
- GS2 Forefront of innovation & disruption

CAPITAL

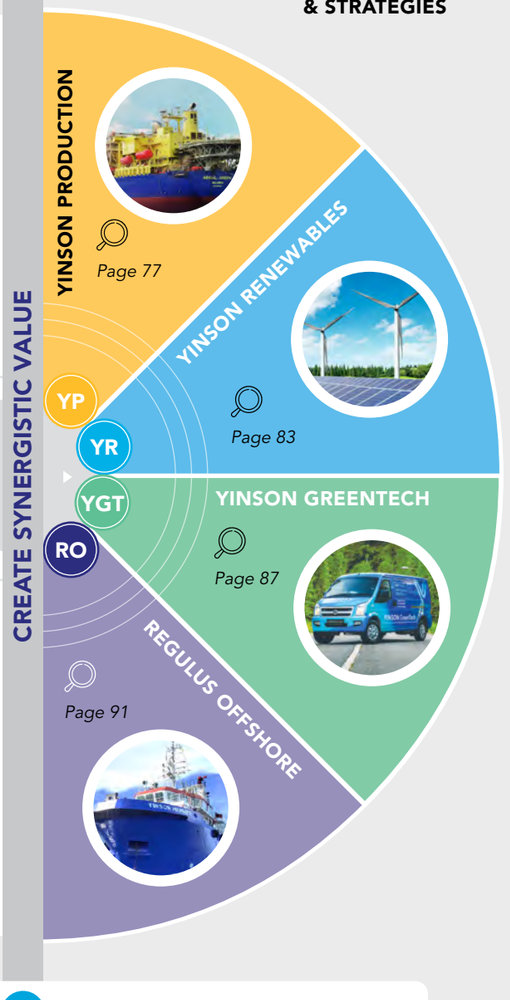
- GS3 Create sustainable shareholder value
- GS4 Tactical financial management

ORGANISATIONAL

- GS5 Build a platform for growth
- GS6 Empower decision-making

CREATE SYNERGISTIC VALUE

BUSINESS UNIT GOALS & STRATEGIES



MATERIAL MATTERS

- ME1 Climate Change & GHG Emissions
- ME2 Waste & Pollution Management
- ME3 Environmental Stewardship
- MS1 Human Capital Development
- MS2 Operational Health & Safety
- MS3 Human & Labour Rights
- MS4 Client Relationships
- MS5 Community Engagement
- MG1 Business Management & Profitability
- MG2 Business Model Innovation
- MG3 Good Corporate Governance
- MG4 Sustainable Supply Chain Management
- MG5 Cybersecurity
- MG6 Digitalisation

UNITED NATIONS' SDGs

The UN SDGs are an important consideration for how we set our sustainability targets in line with society's expectations. We contribute directly to nine SDGs across our business units and map out our activities accordingly as highlighted throughout this Report.

Pages 94 to 124

1 Businesses should support and respect the protection of internationally proclaimed human rights.	**2** Make sure that they are not complicit in human rights abuses.	**3** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
4 The elimination of all forms of forced and compulsory labour.	**THE TEN PRINCIPLES OF THE UN GLOBAL COMPACT** WE SUPPORT UN GLOBAL COMPACT	**5** The effective abolition of child labour.
6 The elimination of discrimination in respect of employment and occupation.		**7** Businesses should support a precautionary approach to environmental challenges.
8 Undertake initiatives to promote greater environmental responsibility.	**9** Encourage the development and diffusion of environmentally friendly technologies.	**10** Businesses should work against corruption in all its forms, including extortion and bribery.

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STAKEHOLDER GROUPS

Bankers & lenders	S1	Industry	S6
Clients	S2	Investors & shareholders	S7
Crew	S3	Local communities	S8
Employees	S4	Partners	S9
Government & regulatory bodies	S5	Vendors & suppliers	S10

OUTPUTS

- **57.6 million** barrels of oil equivalent produced
- **100%** commercial uptime; **99.6%** technical uptime
- **308 GWh** net power generated by Yinson's Bhadla assets (100% basis)
- **295,014 tonnes CO_2e** carbon credit units generated by Yinson's Bhadla assets (net basis)
- Improved and integrated green technology products
- **90.8%** fleet utilisation of offshore marine fleet
- **495 tonnes** total waste generated
- **2,895 ML** water discharged
- **1.77 million tonnes CO_2e** Group carbon emissions

OUTCOMES

C1

- RM6,324 million Revenue.
- RM1,972 million Adjusted Core EBITDA.
- RM741 million Core PAT.
- RM6,381 million Adjusted Revenue.
- RM589 million PATAMI.
- 16.7 sen Basic Earnings Per Share.

C2

Offshore Production
- Reliable, affordable and accessible energy solutions to support the energy transition where we operate.

Renewables
- 177 MW of operating installed capacity providing clean and renewable energy to support regional economic growth.
- Create opportunities for innovation and job creation in the energy sector.

Green Technologies
- Development of integrated, technologically-enhanced transport ecosystem across land and sea that accelerates the transition to net zero.

Offshore Marine
- Support the delivery of offshore energy products.

C3

- ISO 37001 certification for ABMS in Kuala Lumpur and Singapore offices.
- 0 code of conduct breaches reported.
- 0 fines or settlements related to antitrust/ anti-competitive business practices.
- 0 breaches concerning customer data.
- 0 suppliers identified as having potential negative social and environmental performance.
- Various greentech research underway to expand our knowledge base in green technology.

C4

- 0.00 LTIF and 0.14 TRIF.
- 8.89% voluntary employee turnover rate.
- 153 average training hours per employee.
- 21.5% female regular employees.
- 9.1% females in senior management positions.
- 36.4% females in board or supervisory board positions.

C5

- Over 9,600 students impacted through education CSR programmes.
- 23 communities impacted.
- More than 5,915 Ghanaian students impacted annually, through various education-focused initiatives.
- Yielded 81.5% positive growth in academic mastery through Teach For Malaysia Tutoring Programme.
- 20 scholarships provided.
- 4 teachers sponsored over 3 years.
- 0 suppliers flagged through the VRP for social and environmental non-performance.
- Strong relationships with stakeholder groups.

C6

- 495 kg CO_2e/MWh Group carbon emission intensity.
- 30 kg CO_2e/BOE Offshore Production carbon intensity.

RISKS AND OPPORTUNITIES

The Group, through its Risk Management Function under Governance, Risk and Compliance ("GRC") has undertaken various initiatives to strengthen and enhance risk management processes across the Group and at the business unit level. One of the major policy enhancements in 2022 was the appointment of Risk Coordinators, tasked with supporting risk management-related matters at the business unit level, including coordinating the quarterly risk review exercise. This aims to empower business units to take ownership and manage the risks associated with their respective businesses and operations.

To facilitate the reporting and recording of all risk profiles across the Group, the Risk Management Function has implemented an Enterprise Risk Management ("ERM") digital solution which serves as a single repository database system to capture all risk data, enhance the risk dashboard and furnish access to current risk information. The new ERM solution was implemented in end-2022 and user training has commenced. User training is targeted to be completed by end-2023.

With the Group actively venturing into the green technologies space, an ERM assessment was conducted on YGT to ensure that all associated and potential risks were assessed and monitored adequately with effective mitigation plans in place. From this exercise, the risk profile for YGT was developed in September 2022 and is scheduled to be reviewed on a quarterly basis. In line with our quarterly risk review schedule, the Risk Management team reviewed YP's risk profile in December 2022. The review resulted in a timely update to YP's risk profile to reflect the changing risk exposures in the FPSO business environment.

The quarterly risk reviews allow the Risk Management Function to stay abreast of the risks associated with respective businesses and operations, as well as communicating any escalation of impact to the Group level. Hence, the Group's Top 5 Risks were updated in December 2022 to ensure key risks for the Group were being addressed and communicated to the Top Management in a comprehensive manner.

RISKS AND OPPORTUNITIES

ENERGY TRANSITION RISK

Definition and impact of the risk on Yinson

Energy transition risk in essence refers to the energy sector's shift from fossil-based resources (e.g. oil, coal, natural gas) to renewable energy (e.g. solar, wind, hydropower). Examples of energy transition risk may include climate-related risk pertaining to market demand for fossil fuels and regulatory changes.

As the world is transitioning from fossil-based systems of energy production and consumption to carbon-friendly energy solutions, Yinson, which generates significant revenue from its FPSO business unit, is at risk from shifts in government energy-generation policies and changes in investing preferences of asset-owners due to heightened environmental awareness, economic viability of renewables through technological improvements, carbon-related legislation and others.

The failure to keep up with and adapt to the energy transition may cause loss of business opportunities from clients with sustainability-related requirements, exclusion from sustainability indexes, legal consequences and reputational damage.

How we manage or mitigate the risk

- Establishment of Yinson's Climate Goals Roadmap and various key strategies to manage the energy transition.
- Expansion and growth of Yinson's renewables and green technologies business units.
- Operationalisation of carbon abatement strategies for carbon-heavy assets (i.e. closed flaring, hydrocarbon blanketing system, combined cycle technologies to maximise energy efficiency and utilising low-emission alternatives as energy sources).
- Continuous improvements in ESG Rating scores such as FTSE4Good Index, Morgan Stanley Capital International (MSCI), Sustainalytics and S&P's Corporate Sustainability Assessment (CSA).
- Providing assurance on the carbon intensity performance for YP and renewable energy generation for YR.

Moving forward (opportunities)

- As sustainability has become a global concern, the efforts made to mitigate energy transition risk allow Yinson to fulfil sustainability requirements from existing and potential clients while staying relevant in the industry.
- This will also result in a more resilient business model and sustainable growth trajectory as a result of incorporating climate change considerations into decision-making.
- To further explore innovative technologies to be implemented in our assets and operations that could also be commercialised to contribute to global climate targets.
- Accelerating interest from clients and financial institutions to see sustainability elements incorporated into our assets will provide impetus for us to continue focusing on carbon reduction initiatives.
- Consideration of suitable investments into key segments which could support our Climate Goals of carbon neutrality by 2030 and net zero by 2050.

RISKS AND OPPORTUNITIES

CORPORATE FUNDING RISK

Definition and impact of the risk on Yinson

Corporate funding risk refers to the risk that the Group may not be able to source sufficient funds (e.g. through equity, rights issues, debt funding) to cover working capital and capital expenditure.

Availability of funding is important to ensure sustainable growth for Yinson whereby the funds received from internally generated or externally sourced financing are utilised to cover working capital costs, equity injection or on-lending as intercompany loans to subsidiaries and debt servicing, as well as refinancing of debt and quasi-equity facilities.

Funding constraints, which might be caused by a liquidity squeeze, limited confidence by financing facilities in the outlook of the oil & gas industry and deterioration in Yinson's credit rating may lead to defaults on debt obligations, failure to meet repayment schedules, suspended growth and disrupted operations.

How we manage or mitigate the risk

- Focused corporate finance teams led by the respective business unit CFOs tasked with the funding activities for their respective business units.
- Raising loan financing or any other funding mechanisms to fund existing and future projects through engagement with various financial institutions.
- Issuance of RM360 million in nominal value of Islamic notes under the Perpetual Sukuk Wakalah Programme.
- Securing USD720 million syndicated loan facility for the FPSO Maria Quitéria project.

Moving forward (opportunities)

- Opportunity to source for funding through green loans and sustainability-linked funds.
- Yinson's non-FPSO business units, such as renewables, provide an attractive secondary market capital investment, supporting capital recycling and therefore helping to develop the potential for new sources of capital.

CYBERSECURITY RISK

Definition and impact of the risk on Yinson

Cybersecurity risk is the probability of the Group's internal system/applications being exposed to various cyber attacks, including hacking, ransomware and phishing.

As organisations worldwide have shifted to embrace digital transformation and leverage on advanced technological solutions in optimising work efficiencies and driving business growth, the exposure to cybersecurity risk has increased, which could result in loss of confidentiality, integrity or availability of data and adversely impact Yinson.

Any breach in internal IT system security may result in leakages and loss of confidential or critical data which will further lead to financial and reputational damage as well as potential legal consequences.

How we manage or mitigate the risk

- The cybersecurity team is in the process of executing the Group Cybersecurity Roadmap based on the feedback garnered from the Board and businesses. The roadmap consists of multiple initiatives which will strengthen the cybersecurity system within the Group.
- Continue to enhance cybersecurity awareness training for the Group.
- Strengthening policy governance, such as the Information Security Policy & Procedure.
- Conducting annual strategic touchpoint discussions with internal stakeholders and business unit leaders.

Moving forward (opportunities)

- Strengthening data governance and architecture.
- Continued investment in IT infrastructure and internal HR and equipping them with the latest IT know-how.
- Aligning the Group Cybersecurity Roadmap to further improve our security posture to the desired maturity levels.

RISKS AND OPPORTUNITIES

PROJECT COST OVERRUN

Definition and impact of the risk on Yinson

With active project exploration and acquisitions in the FPSO and renewables segments, Yinson is bonded to contractual obligations and expected to deliver the required scope of work within the agreed contract value.

However, there are potential circumstances where the risk of project cost overrun arises due to unprecedented events or poor execution, which may impact the cash flow and profitability of respective projects.

How we manage or mitigate the risk

- Continuous review and improvement of project cost management.
- Enhancement and improvement of the Project Standard Procedure for better screening, which can be utilised for reference for future projects.

Moving forward (opportunities)

- Exploring potential frame agreements with major suppliers to achieve better pricing.
- Explore technical optimisation to reduce project costs.

PROJECT DELAY

Definition and impact of the risk on Yinson

In the FPSO business, the entire project phase, starting from approvals of the Front-End Engineering Design ("FEED"), preparation and review of procurement schedule and project budget, contract review and signing and finally, the construction and commissioning, is required to progress according to the project timeline which has been committed to the client. A major delay of more than 30% of the project timeline is considered as extreme and may result in significant consequences to the Company.

The inability to complete the required deliverables as per the stipulated timeline may lead to penalties, Liquidated Ascertained Damages (LAD) charges or potential contract termination, which can cause reputational damage to Yinson.

How we manage or mitigate the risk

- Establishing a Responsibility Assignment matrix, which is the Responsible, Accountable, Consulted, Informed (RACI) matrix for each department within the projects that outlines tasks, milestones, key decisions and roles.
- Efficiency through partnership with AVEVA, in which data and analytics from assets are integrated with our project management systems, such as the Completion Management System (CMS) and Computerised Maintenance Management System (CMMS).

Moving forward (opportunities)

- Exploring potential frame agreements with major suppliers to achieve better delivery lead time.
- Exploring technical optimisation to reduce delivery lead time.

BUSINESS REVIEW

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91 Regulus Offshore

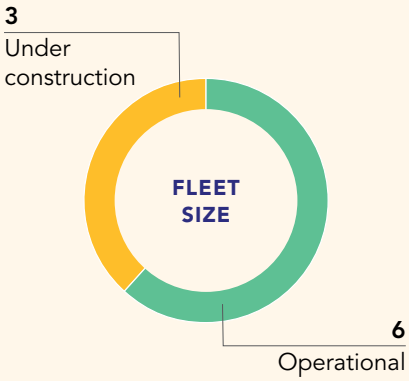
Syaza Syaqina Binti Mohd Shalizaman, Age 14

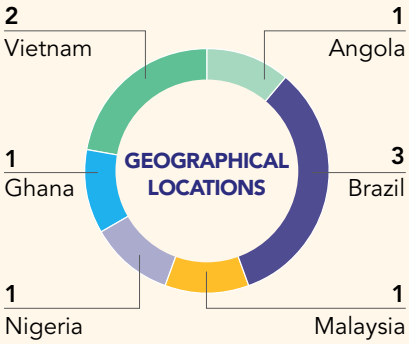
YINSON PRODUCTION

Commentary by Mr Flemming Grønnegaard,
Yinson Production Chief Executive Officer

HIGHLIGHTS FYE 2023

FLEET





As at 7 May 2023

GLOBAL POSITION

>USD22 billion
order book over firm and option periods until 2048

3rd largest
by order book

3rd largest
by fleet size

UPTIME PERFORMANCE

100% commercial uptime

99.6% technical uptime

99.6% average 5-year technical uptime

SAFETY PERFORMANCE

0.00 LTIF

0.14 TRIF

ENVIRONMENTAL PERFORMANCE

30 kg CO_2e/BOE
carbon intensity

11 ppm oil in slop water content from YP-operated FPSOs

11 ppm oil in produced water content from YP-operated FPSOs

0 hydrocarbon spills to sea

422 tonnes of waste generated by our offshore assets

0 non-compliances with environmental laws and/or regulations

RECENT MILESTONES

Feb 2022

Signed firm contracts with Enauta for FPSO Atlanta

Signed firm contracts with Petrobras for FPSO Maria Quitéria

Jul 2022

Charter contract extension for FPSO PTSC Lam Son

Entered exclusivity agreement with bp to reserve FPSO Nganhurra for PAJ project in Angola

Dec 2022

Entered into APA for Agogo Project in Angola

Jan 2023

Successfully completed the 16-year charter for FPSO Adoon

Feb 2023

Signed firm contracts with Azule Energy for FPSO Agogo

May 2023

FPSO Anna Nery achieves first oil

YINSON PRODUCTION

YINSON PRODUCTION GOALS AND STRATEGIES

GOALS

- Increase portfolio of profitable assets, creating long-term EBITDA of USD500 million.
- Lead the way towards net zero with responsible solutions.
- Execute projects on time and on budget, to support a strong brand reputation.
- Deliver on our promises to clients and stakeholders on high quality operations.
- Maintain a safe workplace at all times.
- Build strong leadership team, skilled workforce and corporate culture.

STRATEGIES

Short to medium-term (1 to 5 years)

- Continue to build a sustainable pipeline of conversion and redeployment projects, including through mergers and acquisitions.
- Proactively drive ESG initiatives to fulfil Group goal of reducing carbon intensity by 30% by 2030.
- Invest in asset lifecycle management via a proactive digitalisation strategy.
- Enhance learning opportunities and invest in leadership, safety and corporate culture development.

Long-term (6 to 10 years)

- Continuous development of our asset portfolio, creating a strong order book with stable cash flows.
- Optimise capital structure, increase capital velocity, and expand the capital pool to support growth and capture market opportunities.
- Continuously evaluate the effectiveness of our supply chain and Project Execution Philosophy.

Business development activities

In the year under review, we expanded our presence in the West African region with a contract award for the FPSO Agogo project in Angola. The firm contract, valued at USD5.3 billion, was signed with Eni Angola S.p.A. (a subsidiary of Azule Energy) in February 2023. The contract duration is 15 years, with the option of extending for a further five years. This brings our total order book up to over USD22 billion until 2048, providing good visibility of our earnings for the next few decades. FPSO Agogo, which marks our eighth FPSO in the West African region, is expected to commence operations in 2025 and also represents Yinson's most advanced build in terms of emissions-reducing technologies.

In 2022, we conducted feasibility studies with bp Exploration Angola ("bp") for the use of FPSO Nganhurra in bp's proposed 10-well subsea Palas, Astrea and Juno (PAJ) Fields in Block 31, Angola. Following the successful outcomes of the study, both parties entered into an exclusivity agreement to reserve FPSO Nganhurra for use in that field, while we negotiate a contract to convert, operate, maintain and lease the FPSO for bp. In autumn 2022, bp and Eni S.p.A formed a joint venture to form Azule Energy, which is now the largest operator in the country. Discussions are progressing well with Azule Energy, which in November 2022 extended the exclusivity agreement to the end of June 2023.

The financial year under review also saw us completing pre-FEED work that we were awarded by TotalEnergies in June 2021 for their Cameia field in Angola. Due to a change in the contractual model, we did not continue to pursue the project after the completion of the pre-FEED.

YP has been actively boosting our profile around the world in order to increase our pipeline of projects. With border restrictions in most parts of the world lifted in 2022, YP was able to participate and network in industry events such as the Offshore Technology Conferences in Houston and Asia, Rio Oil & Gas and Africa Oil Week.

YINSON PRODUCTION

Project updates

A huge achievement for YP was undoubtedly the milestone of first oil for FPSO Anna Nery, which took place on 7 May 2023. With that, we commenced the firm charter for the asset, which will be operating in Brazil's North Campos Basin for the next two decades. Executing this project during the pandemic was certainly challenging. However, with support from our client, vendors and investors, our project team was able to navigate the uncertainties to deliver our first Brazilian asset for our client.

The FPSO Maria Quitéria project is progressing according to schedule despite an 8-week pandemic-related lockdown in Shanghai at the start of the Repair, Life Extension and Conversion phase. All topside modules are now under construction and deliveries of company-supplied items have started. It is expected that module integration will commence in the middle of 2023 with sail away in the first quarter of 2024.

Preliminary work on FPSO Agogo officially kickstarted in December 2022 when an APA was signed with Azule Energy. Thus, work was well underway by the time firm contracts were signed in February 2023. Accordingly, the donor vessel, FPSO Front Eminence, safely arrived at the Huarun Dadong Dockyard in Shanghai, China on 8 February 2023 and demolition activities commenced. On the engineering side, the project is tracking well against the schedule, with most major contracts and purchase orders placed. The site team mobilisation is also ongoing and the project is therefore on track to achieve its 35.5-month schedule.

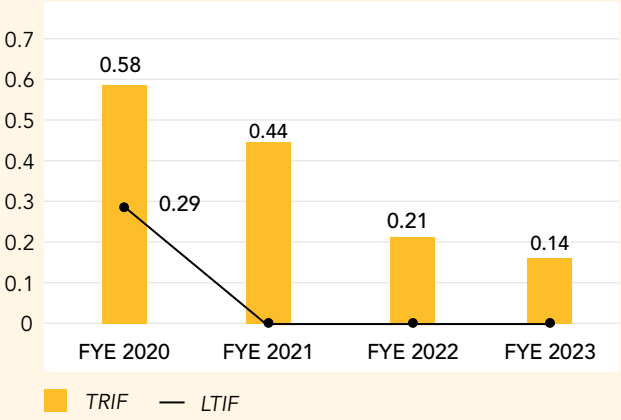
HSE performance

The Health, Safety and Environment ("HSE") performance across Operations and Projects continues to mature towards a 'Culture of Safety' that is aligned with best-in-class standards.

In line with YP's ESG commitments and targets, a 5% reduction in Total Recordable Injury Frequency ("TRIF") was set as an objective for FYE 2023, providing a target of 0.19. The result of 0.14 was achieved, well below industry benchmarks.

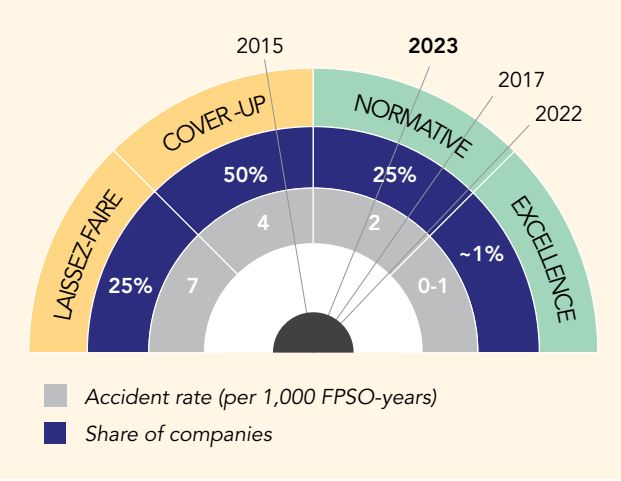
Our Lost Time Injury Frequency ("LTIF") remains at zero.

YP HSE PERFORMANCE



We have maintained our Safety Culture Transformation Programme ("SAYFR") for a fourth year. The 'X-lab workshops' run by SAYFR subject matter experts were opened to 87 offshore and onshore leaders as part of this programme, which provided the knowledge and skillsets to prepare them to lead and facilitate the rollout of eight modules on safety leadership behaviours among their crew.

The eight Safety Leadership Behaviours training sessions ended in 2023. We then carried out our fourth SAYFR safety culture survey, and are happy to report that our safety culture remains in the third quartile.



YINSON PRODUCTION

Operational performance

YP delivered yet another strong year of operational performance in FYE 2023. This was achieved through a strong safety culture and dedicated teams across all our units and offices in Nigeria, Ghana, Malaysia, Vietnam and Brazil. We maintained excellent commercial and technical uptimes of 100% and 99.6%, respectively, across our fleet.

During the financial year, we continued building our onshore and offshore resources in Brazil in preparation for the start of production of our Brazil-bound assets. We would also like to recognise the immense contribution of FPSO Adoon in Nigeria, which was successfully handed over to our client after 16 years and 3 months in operation.

AVERAGE FLEET TECHNICAL UPTIME FOR ASSETS THAT WERE IN OPERATION IN FYE 2023

	Q1 (%)	Q2 (%)	Q3 (%)	Q4 (%)	FYE 2023 average (%)
FPSO Adoon	100.0%	100.0%	100.0%	100.0%	100.0%
FPSO Abigail-Joseph	100.0%	100.0%	98.5%	100.0%	99.6%
FPSO JAK	100.0%	100.0%	100.0%	99.9%	100.0%
FPSO Helang	93.5%	99.2%	99.2%	99.3%	97.8%
FPSO PTSC Lam Son	100.0%	100.0%	100.0%	100.0%	100.0%
FSO PTSC Bien Dong 01	100.0%	100.0%	100.0%	100.0%	100.0%
COMBINED AVERAGE FLEET TECHNICAL UPTIME					**99.6%**

5-YEAR AVERAGE FLEET TECHNICAL UPTIME FOR ASSETS THAT WERE IN OPERATION

FYE	Average fleet technical uptime (%)
2019	99.4
2020	100.0
2021	99.8
2022	99.8
2023	99.6

Environmental performance

In line with our Climate Goals, we keep track of our operating fleet's carbon intensity and have set progressive targets of 16.2 kg CO_2e/BOE by 2025, 11.4 kg CO_2e/BOE by 2030 and 8.0 kg CO_2e/BOE by 2050.

Despite the intense efforts put into place to reduce our emissions, our carbon intensity increased in FYE 2023 by around 30% to 30 kg CO_2e/BOE. These emissions fall under Yinson's Scope 3 emissions profile and were mainly caused by unexpected flaring on two assets which fell beyond YP's scope of control.

For the first unit, throughout 2022, we have been supporting our client in every way possible to complete the infrastructure required for gas-reinjection – a measure that will greatly reduce flaring levels. This was part of the original development plan; however, it was delayed due to the pandemic in 2021. The installation of the necessary infrastructure is progressing. Further, our client is exploring the option of providing a pipeline for gas export which will further improve the environmental performance of the asset.

On the second unit, we have proposed a solution to install a new compressor system which is anticipated to reduce flaring without compromising production levels. Concurrently, we have proposed to close the cargo tank vent of this asset, further reducing flaring onboard. We aim to install these solutions as soon as the necessary approvals are received.

We will continue to support and provide our client with technical solutions to lower the asset's emissions and optimise operations. For our other assets, our efforts have resulted in emissions profiles that closely match our projections.

Reducing emissions – the way forward

Given the limitations of modifications that can be done onboard operating assets, we are directing significant resources to our future assets and assets under construction. The greatest reduction in our emissions by 2050 will result from the retirement of our current operating assets, combined with the gradual implementation of our Zero Emissions FPSO Concept and the latest available technologies for our assets under construction and future fleet.

YINSON PRODUCTION

For our assets under construction, closed flaring is included in the design specs of all three assets, while hydrocarbon blanketing is included in two of the three. Our latest asset under construction, FPSO Agogo, is leading the industry in terms of emissions reduction technologies, as highlighted in the Group CEO Review.

YP is currently studying ammonia as an energy storage solution via green and blue ammonia FPSOs. We have completed the basic design and a concept evaluation study for our Green Ammonia FPSO Concept – a floating solution that produces ammonia from 100% renewable sources. We are currently addressing commercial feasibility with selected potential clients. We are also in the research phase for our Blue Ammonia FPSO Concept. Our goal is to bring both alternative solutions to market and contribute to a cleaner and more sustainable future.

Scan this QR code for more information on our Zero Emissions FPSO Concept

RISKS AND OPPORTUNITIES

Risks	Opportunities	YP's response
Short to medium-term (1 to 5 years)		
In a busy energy market, the energy value chain may be pushed to its maximum capacity, which can increase costs and delivery times. There will also be greater competition for talent, leading to an increase in costs related to attracting and retaining resources.	Many oil & gas developments that were postponed are now progressing due to rising demand and pricing. Many delayed projects have reached an improved maturity, which means less uncertainty and lower risks. Current trends in energy demand, as well as the lag in oil & gas reserve replacements, could lead to even higher oil prices – allowing more projects to be developed and becoming economically viable. The increase in project awards against a backdrop of limited specialist FPSO contractors in the market provides opportunities for FPSO contractors to be more selective and to obtain more balanced commercial contracts.	YP will actively seek opportunities to increase our portfolio of profitable assets in a strategic manner. YP will continue to strengthen our project execution capacity, while continuously adhering to our Project Execution Philosophy, which includes minimising exposure to inflation and cost increases during a project. YP will continuously strive to be an attractive employer to retain and attract a good talent pool.
Stricter rules to meet international decarbonisation goals may affect businesses that do not comply.	Companies that set strong decarbonisation targets and are able to meet them will be recognised as market leaders, inspiring stakeholder confidence.	Yinson has set goals to be carbon neutral by 2030 and net zero by 2050, and is seen as an industry leader in sustainability.
Long-term (6 to 10 years)		
In the longer term, the accelerated development of alternative energies may cause a shift away from oil & gas earlier than predicted, resulting in an earlier decline in consumption.	Contractors that maintain a leadership position in terms of project delivery, operations and ESG performance will be preferred, in line with rising energy demand. Demand for more emissions-friendly assets creates new opportunities to pioneer and innovate low-emission FPSO designs.	The FPSO lease market has, as always, been relatively resilient to external economic impacts due to the long-term nature of its contracts, thus limiting our vulnerability to changing market conditions. YP's unique Project Execution Philosophy limits our vulnerability to a volatile FPSO market. We are selective about the contracts that we enter into, with a focus on projects that align with our climate and ESG goals.

YINSON PRODUCTION

Risks	Opportunities	YP's response
Long-term (6 to 10 years)		
		We are developing our Zero Emissions FPSO Concept to help decarbonise the offshore production industry.
The increasing importance of ESG and sustainability and financiers tightening policies on oil & gas affects the availability of financing for offshore oil & gas projects. Financiers who remain active in oil & gas increasingly focus on ESG and sustainability aspects in their decision-making processes.	An increasing focus of financiers on ESG and sustainability aspects favours projects that support the pathway to a greener economy and therefore benefit FPSO contractors who embed energy efficiency and the reduction of GHG emissions in their business models. Offshore oil & gas also remains highly relevant as an important building block in diversifying energy sources and providing affordable and reliable energy to societies. Transitional projects that not only reduce the environmental impact but provide a balanced risk profile and stable returns remain attractive to financiers active in the oil & gas space. ESG awareness and the growing green economy furthermore provides synergistic opportunities for companies within the marine and energy industries looking to diversify and pursue strategies in the areas of ESG and sustainability. Clear strategies and action plans as well as transparency on ESG matters help to align stakeholder expectations and support the sustainability transition.	YP has established a leading position in the industry in the areas of ESG and sustainability. We continue building a profitable, sustainable, and resilient business and asset portfolio business that is attractive to clients and financiers by leveraging on our strengths, expertise, and experience in the energy space to strategically diversify and adapt our business model in a changing environment. Alongside the Zero Emissions FPSO Concept and the introduction of the latest technologies to reduce the environmental footprint of our assets under construction and future assets, this also includes Yinson's strategic diversification into the renewables and green technologies businesses. YP proactively capitalises on opportunities to create synergies between technological innovation, our financial strategy, and Group-wide ESG practices to ensure access to capital and maximise the value creation.

OUTLOOK

Energy security remains high on the policy agenda as a result of a surge in energy prices sparked by the Russia-Ukraine conflict, so oil prices are likely to remain elevated for the foreseeable future. This surge has caused challenges for individuals and communities everywhere, leading governments to recalibrate their policies to support the transition to a cleaner, more sustainable energy system. At the same time, the global fight against climate change is pushing for more sustainable practices among corporates. These factors will continue to drive demand for the services and expertise we can provide as a top-tier FPSO contractor with experience and track records in sustainability leadership.

Our goal is to rapidly grow our offshore production business while the market conditions are positive, while also reducing the carbon intensity of our fleet. The continued growth of our FPSO business is critical to fuel the concurrent expansion of our renewables and green technologies businesses – which we believe is the most important way we can contribute to the stability, availability and affordability of energy supply to the communities where we operate throughout the transition.

One of YP's goals is to increase our portfolio of profitable assets, creating a long-term EBITDA of USD500 million. We are reasonably optimistic that this goal can be achieved given current market conditions which are favourable to contractors. We will continue to be very selective about the projects that we bid for, choosing to participate only in those projects that will enable our portfolio to shift as quickly as possible to meet our ambitious climate targets. We believe that rising energy demand and high oil prices will continue to ensure there are more than enough project opportunities for YP in the years to come.

YINSON **RENEWABLES**

Commentary by Mr David Brunt,
Yinson Renewables Chief Executive Officer

HIGHLIGHTS FYE 2023

GLOBAL PIPELINE

>1 GW
projects secured and in development

3 GW to 5 GW
early-stage global development pipeline

9 countries
with active development projects

Collaborating with
9 development partners across
4 continents

PERFORMANCE

308 GWh
net power generated by Yinson's Bhadla assets (100% basis)

295,014 tonnes CO_2e
carbon credit units generated by Yinson's Bhadla assets (net basis)

ASSETS UNDER CONSTRUCTION AND IN OPERATION

177 MW
operational renewable energy assets

774 MW
renewable energy assets under construction and pre-construction

Approximately **USD620 million**
in contracted revenues from PPAs

RECENT MILESTONES

March 2022

Completed acquisition of two late-stage wind development projects in Ceara, Brazil, with expected combined installed capacity of 468 MW. The projects entered pre-construction phase in early 2023.

May 2022

Established joint venture with Plus Xnergy to develop and implement 250 MW of commercial and industrial rooftop solar PV projects in Malaysia.

September 2022

Entered Indonesian market through majority acquisition of Inecosolar.

Throughout 2022

Achieved strong progression of project pipeline, with an additional 489 MW progressing into pre-construction and construction phases.

YINSON RENEWABLES

YINSON RENEWABLES GOALS AND STRATEGIES

GOALS

- Be a significant standalone business within Yinson – a global IPP.
- Participate in the full renewables value chain globally.
- Deliver additional value through efficient capital recycling.

STRATEGIES	TARGETS	PROGRESS AGAINST TARGETS
Short to medium-term (1 to 5 years) • Deliver growth both organically and through acquisitions with focus on growth in core markets. • Build a lean and experienced team. • Grow rapidly through local development partners.	• Achieve 1 GW operational assets and 3 GW pipeline in three core markets by end-2024. • Achieve turnover of USD200 million by end-2027.	On track for all targets, with pipeline and country targets exceeded.
Long-term (6 to 10 years) • Achieve optimised operations through digitalisation and innovation. • Adopt efficient capital recycling strategies and build strong equity and refinancing partnerships.	• Establish operations in five to seven markets, with a combined development and operating portfolio of 5 to 10 GW, by end-2029.	Progress to date indicates that targets are within reach.

YEAR IN REVIEW

YR continued to grow our pipeline of projects at a good pace in 2022, generally driven by the continued growing global interest in renewable and alternative energy sources. The need for energy security was thrown into even sharper focus as the Russia-Ukraine conflict disrupted energy markets, further spurring demand for increasing growth in the renewables sector.

On the flip side, the greater demand for projects, along with escalating commodity prices, also increased the prices of wind turbines, solar panels and associated equipment. This was one of the biggest challenges facing the wind and solar PV industry in the year past. Only our Nokh project in India was directly impacted, as addressed on page 42 of the Financial Review, as the price increases affected only committed construction projects. Development projects were not immediately affected, as price increases are not crystalised until an investment decision is taken and orders committed, at which point Power Purchase Agreement ("PPA") prices would, in general, have adjusted to reflect actual cost levels.

Steady progress in our project pipeline

In addition to further strengthening and growing our global pipeline, we focused on maturing secured projects to bring them to final investment decision ("FID"). Our two large onshore wind projects in Brazil are progressing with pre-construction activities, including ongoing tendering for major components and preparation for securing debt finance and PPA. We are concurrently progressing solar PV projects in both Peru and Chile towards FID in the next 12 months. In addition, we expect projects in Italy and Colombia to move into this phase in the near term. In New Zealand, we continue to grow our pipeline of utility scale wind projects under development.

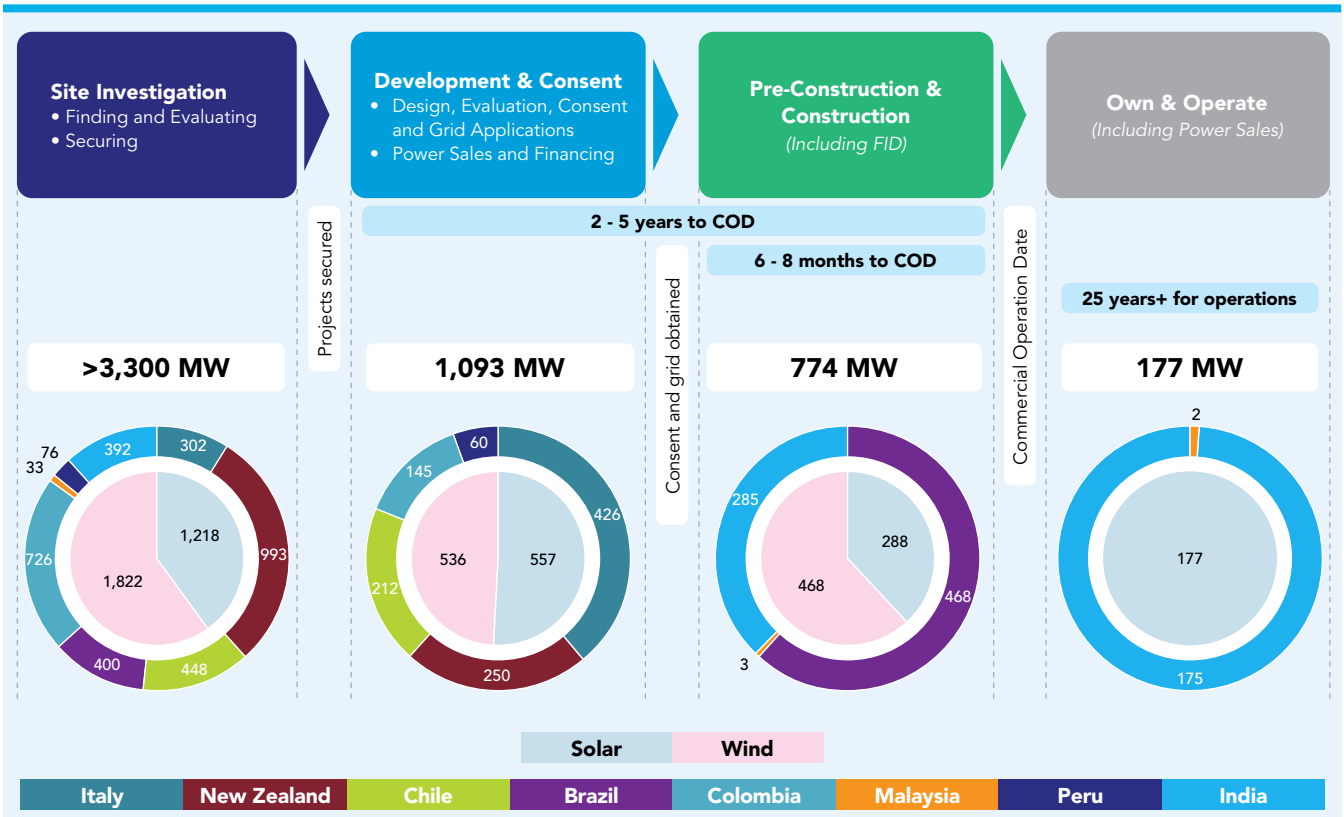
We made our first inroads into Indonesia with the acquisition of Inecosolar, a well-established solar system provider in Indonesia with a track record in delivering residential and commercial rooftop solar systems. Since the acquisition, the Inecosolar team has strengthened its marketing presence in the country, with the aim of growing both in the commercial & industrial (C&I) and utility scale wind and solar segments.

YINSON RENEWABLES

On our home ground, Malaysia, our joint venture PXA has added new rooftop projects to the portfolio. PXA continues to establish itself as a key player in the Malaysian renewables scene, and is positioned to capitalise on the growing opportunities in that space.

We hold the view that, although the project sizes in Malaysia and Indonesia are not large presently, they enable us to establish a presence and a reputation in growing markets. Working with local teams that have a deep understanding of the ins and outs of their respective renewables markets is a key part of that. Larger utility scale projects are often difficult due to regulatory and/or structural challenges, but we are seeing some opportunities in these markets and our local presence leaves us well positioned to kick off utility scale activity.

RENEWABLES' PROJECTS PIPELINE



Figures as at 31 March 2023

Assets in operation & under construction

The Bhadla assets in India have performed very well in the year under review, without major downtime and collectively generating 4.5% more energy than forecasted during the reporting period. We have also refinanced the original project financing facility for the Bhadla assets thereby cutting costs and releasing additional capital over time.

Construction of the Nokh project, which is our other project in India, is complete and 'ready to commission status' has been granted by the regulator. The project will start exporting power when the grid connection, which is to be provided by other parties, is ready. The rescheduling of the commissioning date has been agreed with the offtaker.

YINSON RENEWABLES

RISKS AND OPPORTUNITIES

Risks	Opportunities	YR's response
Short to medium-term (1 to 5 years)		
Increasing competition may make it harder for renewable energy companies to secure projects.	Renewable energy targets driving strong growth provide a wider range of opportunities for renewable energy companies.	Continuing to build pipeline and presence in core markets and progressing assets through the value chain.
Higher equipment costs due to commodity and inflation pressures could make the economics of projects more challenging.	Renewable energy is underpinned by strong government policies, providing surety and incentives for the renewable energy supply chain.	Ensuring robust procurement and PPA processes to secure the most competent and competitive agreements.
Long-term (6 to 10 years)		
Increasing competition may make it harder for renewable energy companies to secure projects.	Renewable energy targets driving strong growth provide a wider range of opportunities for renewable energy companies.	Continuing to build presence in core markets to build pipeline growth.
Renewable energy companies may face intermittency challenges and/or price cannibalisation related to high penetration of renewable energy generation sources in a single market.	Opportunities for hybrid projects, for example a combination of technologies to reduce intermittency effects. On pricing, there are opportunities to examine alternative offtake/PPA structures to minimise impacts.	All projects considered with hybrid technical solution where it makes commercial sense.

OUTLOOK

Since its inception, YR has facilitated the Group's participation in the energy transition and contributed to overall sustainability performance. YR is tracking well against both our short and long-term targets in terms of our pipeline and geographical growth, as well as becoming a standalone business stream that delivers stable long-term cash flows, growth and value to shareholders.

We continue to be active across the full renewables value chain as an IPP, as we believe that entering the value chain early allows us to deliver greater returns through leveraging our experience and expertise to de-risk early-stage projects. Furthermore, the secondary market for investment in renewables assets is growing rapidly, which presents ever-increasing opportunities to create greater value through capital recycling.

YR is now firmly positioned in the onshore renewables market, focusing on the three core geographical regions of Latin America, the Asia Pacific and Europe. The remarkable progress of our pipeline in 2022 affirms the viability of projects in our selected markets and our ability to secure them competitively. We will continue to build our presence in these core regions, balancing risk across a wider portfolio of projects and establishing alliances with local partners who have good on-the-ground experience and knowledge of local conditions.

CLOSING REMARKS

We have been successful in laying the foundations for a strong growth business based on a pipeline of good development projects. We are now focused on progressing our portfolio of projects so that they become profitable cash-generating assets. Appropriate and timely capital recycling will further increase value to the Group.

The Group-wide exercise to provide greater autonomy and more streamlined decision-making to the business units has directly led to the strengthening of YR's corporate functions and senior leadership team. With the ability to make stronger decisions in a more agile way, we are poised to make significant progress in the coming year.

YINSON GREENTECH

Commentary by Mr Eirik Barclay,
Yinson GreenTech Chief Executive Officer

HIGHLIGHTS FYE 2023

Largest charge point operator
in Malaysia

300+ charge sites operational

1.4 GW target capacity by 2030

Invested in **6** technology companies

6
active R&D partnerships

2
prototypes under development

10 commercial and retail partnerships established across all business segments

Participated in **6** industry events

YINSON GREENTECH GOALS AND STRATEGIES

GOALS

- Establish green technologies as a major revenue stream for Yinson.
- Develop profitable, disruptive businesses, based on clean technologies and digitalisation.
- Achieve a net zero business.

STRATEGIES

Short to medium-term (1 to 5 years)

- Identify and invest in strategic green technology companies and develop assets within the marine, mobility and energy segments.
- Relentlessly drive innovation in alignment with government incentives and industry trends.
- Build low-carbon businesses serving commercial and industrial customers, supporting their own net zero ambitions.

Long-term (6 to 10 years)

- Accelerate business growth by working with like-minded partners and attracting investment capital.
- Establish Yinson as a recognised brand within net zero technologies and businesses.
- Develop a net zero solutions platform capable of adapting and incorporating novel technologies.

YINSON GREENTECH

YEAR IN REVIEW

It has been another busy and fruitful year for YGT as we continue on our quest to electrify the land and sea transportation ecosystem towards accelerating the transition to a net zero world.

Significant progress was made in chargEV, our charging infrastructure business. Since formalising our partnership with Malaysia Green Technology and Climate Change Corporation (MGTC) in February 2022 via a joint venture partnership, we have secured partnerships with retailers such as AEON, Berjaya Times Square and Starbucks, with many more such partnerships soon to be announced.

Excitingly, we have recently joined hands with Gentari and EV Connection to make chargers from our three networks collectively available to our members via our respective mobile apps. This allows us to build the nation's charging infrastructure without having to compete in the same locations, thereby accelerating EV adoption rates.

In March 2023, chargEV entered Singapore through a joint venture with Singapore-listed LHN Group. We now have chargers in Ang Mo Kio, with more to be rolled out in the coming year.

Since taking over operations at chargEV, we have worked hard to improve the overall user experience for our services, including beefing up customer support, enabling charging via our mobile app, replacing broken and outdated chargers and introducing fast chargers to our network. We expect significant growth in our number of charge points by 2030 to maintain our leading position in the nation.

Our EV leasing business, drivEV, made its debut in Singapore and Malaysia in mid-2022. Along with being electric, our fleet is equipped with Telematics, Driver Behaviour Monitoring System, Advanced Driver Assistance System and GPS tracking, enabled through our proprietary mobile app. Since then, in Malaysia, we have collaborated with Dinamikjaya Motors to lease EVs to its customers and have also leased our EVs to corporates such as Wasco Energy and Starbucks for use in their corporate fleets. In Singapore, 10 EV vans have been leased to various corporate clients, and the lease of an autonomous EV bus has been secured for use in 2023.

There are exciting days ahead as we get ready to introduce rydeEV, our e-bike with swappable batteries powered by Oyika, into Malaysia. We expect to roll out 150 e-bikes and 400 swappable batteries across the Klang Valley by the end of 2023.

Looking now at our marine electrification efforts, we have continued building prototypes of our electric passenger vessel, Hydroglyder, and our electric cargo vessel, Hydromover. The Hydroglyder, which features advanced hydrofoil technology, aims to achieve between 20% and 50% energy savings compared to a non-hydrofoil craft and is poised to be Singapore's first all-electric hydrofoil vessel. The Hydromover, which kickstarted construction in September 2022, aims to save operational expenses by up to 50% compared to conventional vessels. Both prototypes are close to completion, and on track for full testing by end-2023.

A just and inclusive transition

The necessary transition from carbon-intensive to more sustainable economies will have significant impacts on individuals and communities – some positive, others negative. There are clear and foreseeable risks for those who are not able to adapt to environmental and economic changes, usually developing economies.

We believe that our transport electrification solutions facilitate an inclusive and just energy transition, especially for the more vulnerable in society. EV leasing, for example, takes the financial burden of acquiring and maintaining a vehicle off users. With RydeEV, our affordable subscription and lease-to-own plans bundled with battery-swapping services make the transition sensible for motorcyclists. Making charge points and battery swaps available everywhere strengthens the transition further by lowering charging costs and increasing their availability.

We have an opportunity to make significant impacts on the decarbonisation of the transport ecosystem while helping to smoothen the transition risks for the broader society. Our passion for this mission will continue to drive our strategy and decisions as the industry landscape evolves.

RISKS AND OPPORTUNITIES

Risks	Opportunities	YGT's response
Short to medium-term (1 to 5 years)		
The clean energy transition may pose risks to the more vulnerable in society in terms of energy security and energy affordability.	Companies that help to facilitate a just transition can capitalise on these opportunities while also addressing societal and environmental concerns.	Continuing to improve and provide our electrification solutions to the broader community, keeping costs low and the delivery of our services reliable.
Investors and companies risk backing a novel technology that fails, causing monetary loss.	Investors and businesses that get involved in green technologies that take off commercially have the opportunity to increase profitability and be leaders in the transport and logistics segment.	Continuing to build our marine, mobility, energy and digitalisation segments where we have leadership position and strong teams, in alignment with government incentives and industry trends.
Green technology businesses that are not prepared for or familiar with the evolving regulatory frameworks may risk non-adherence to those regulations.	Businesses that are able to keep their business practices up to date with evolving regulatory frameworks insulate their businesses from regulatory risk, boosting investor confidence.	Strengthening the corporate team at the business unit level to manage regulatory risks.
A lack of cost-effective and reliable research institutions could delay the development of green technologies.	Businesses that establish research partnerships with reliable research institutions have a competitive advantage when developing new technologies.	Continuing to invest in developing technologies through collaborations with research institutions and through investments into green technology companies whose tech enhances our offerings.
Long-term (6 to 10 years)		
New and novel green technologies can be challenging to commercialise, caused in part by high product costs.	Investors and businesses that get involved in green technologies that take off commercially have the opportunity to increase profitability and be leaders in the transport and logistics segment.	Building businesses that are foundationally resilient and contribute to the ecosystem of the future. Continuing to build our position as a leader in the transport and logistics segment.
Corporations that do not adapt their business models to align with green consumer choices risk the longer-term viability of their business.	Companies whose business models integrate green consumer choices may be more resilient as global trends evolve to favour a greener way of life.	Maintaining our focus on building the ecosystem of the future, aligning our business model in an agile way to meet the evolving needs of the wider community throughout the energy transition.

YINSON GREENTECH

The heart of our business: electrification

YGT was established in 2020 with three clear goals: (1) to establish green technologies as a major revenue stream for Yinson; (2) to develop profitable, disruptive businesses based on clean technologies and digitalisation; and (3) to achieve a net zero business. We planned to achieve these goals through activities in the marine, mobility and infrastructure segments, underpinned by a strong foundation in digitalisation.

In line with our short to medium-term strategies, we initially focused on making strategic greentech investments. The choices we made leveraged the larger Group's experience in energy infrastructure, as well as the geographical areas where the Group already had operations and which were in line with government incentives and industry trends. Since then, we have built a good portfolio of technologies through investments in companies such as Shift Clean Energy, MooVita, eMoovit, Lift Ocean, GotSurge, Oyika and chargEV. We have also invested in many R&D collaborations.

These early activities helped us to gain greater clarity about our direction and focus, and it became clear that the heart of our business would be the electrification of the land and sea transportation ecosystem. Thus, in 2022, we adapted our strategy to focus on the megatrend of electrification and started directing more resources to operate and grow our businesses, namely chargEV, rydeEV, drivEV, marinEV and our internal Yinson digital team. In terms of our investments and R&D, we also further aligned our efforts with technology companies that were both good investments on their own, and which would contribute directly to the businesses we were building.

The GSR affirmed that we were in the right direction. Analysis from the GSR assured us that our business fits well with the Group's Vision and Climate Goals and balanced the Group's risk/return profiles aligning with the energy transition. It also validated that YGT was involved in opportunity spaces seen to be key value drivers in the decarbonisation economy. Further, it affirmed that YGT is at the right stage of growth to align with our top greentech opportunities based on size and structural advantage.

OUTLOOK

At YGT, we believe in helping our customers transition to a net zero economy by providing the technology behind the digital and grid infrastructure necessary for the transition to cleaner sources of mobility, transportation and logistics.

Encouragingly, the Malaysian and Singaporean governments are continuing to support the clean energy agenda, as seen in recent budget announcements. However, uptake amongst consumers may be slow if a mindset change does not take place – something which we believe can be accelerated if there are more incentives in the form of tax credits and grants to corporations.

With the increase of technological advancements, especially in battery storage and capacity, we believe that Malaysia and Singapore are at an inflexion point in their electric mobility journey. The segment is on the verge of exponential growth, where we believe we could see adoption rates surge beyond that of comparable first-mover nations like Europe, China and the United States. A recent report from Ernst & Young ("EY") indicates that EV adoption rates are beating all predictions, with global EV sales doubling in 2021 and jumping 55% in 2022 to account for 13% of all vehicle sales. By 2030, EY estimates that sales of battery EVs (BEVs) and plug-in hybrid EVs (PHEVs) will make up over half of global vehicle sales. That is three years sooner than predicted in 2021.

In this respect, YGT is well-positioned. We have built our knowledge and established our footprint in the latest technology spaces relating to land and sea transport electrification, and this has allowed us to build a solid, integrated business offering in markets that are poised to grow. We will continue to keep a keen eye on market trends, risks and opportunities and practise the agility to adapt that has been a hallmark of Yinson's growth through the years.

REGULUS OFFSHORE

Commentary by Mr Lim Chern Wooi,
Regulus Offshore Chief Executive Officer

HIGHLIGHTS FYE 2023

UTILISATION RATES

Yinson Hermes **75%**

PTSC Huong Giang **88%**

Yinson Perwira **100%**

PTSC Lam Kinh **100%**

Fleet average utilisation rate
90.8%
(up 6.5% from FYE 2022)

HEALTH & SAFETY

0.00 LTIF

0.00 TRIF

OPERATIONS

100% uptime while on hire

AWARDS

PTSC Lam Kinh
received the 2021 Logistics Operator HSE and Operations Excellence Award from Hibiscus Petroleum in June 2022.

PTSC Huong Giang
received the 2022 Logistics Operator HSE and Operations Excellence Award from Hibiscus Petroleum in January 2023.

REGULUS OFFSHORE GOALS AND STRATEGIES

GOALS

- Maintain a strong utilisation rate.
- Maintain an industry-leading safety and performance track record.
- Create further value through synergistic merger opportunities.

STRATEGIES

Short to medium-term (1 to 5 years)
- Achieve strong utilisation 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 to 10 years)
- Establish industry-leading improvements in safety and performance processes.
- Execute synergistic mergers for overall value creation of the Group.

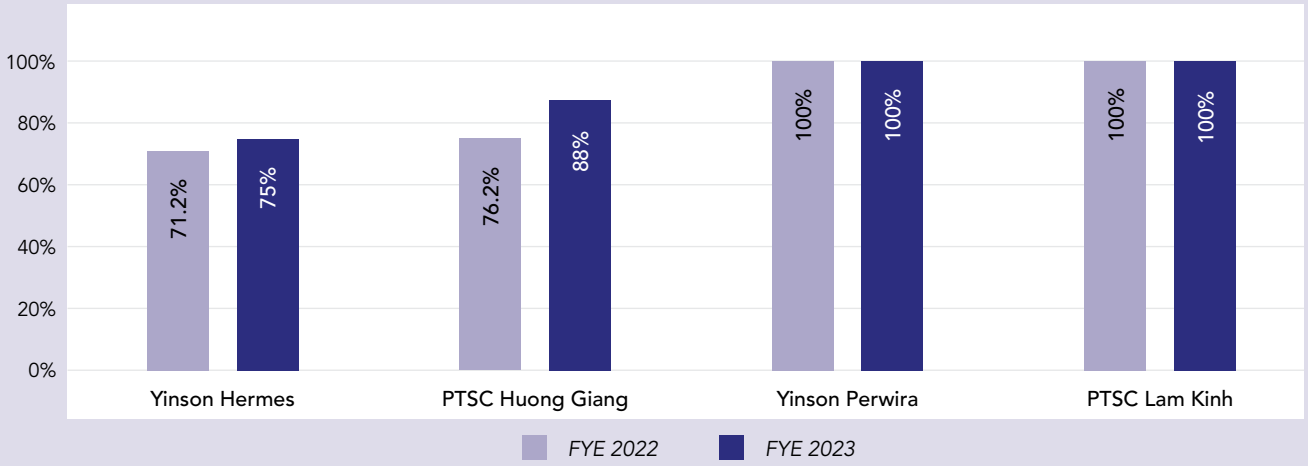
Fleet update

We achieved a higher average utilisation rate of 90.8% in FYE 2023, showing a steady increase from 84.3% in FYE 2022 and 76.8% in FYE 2021. Yinson Perwira and PTSC Lam Kinh both achieved 100% utilisation, due to the long-term nature of their charter contracts. The utilisation rates for Yinson Hermes and PTSC Huong Giang, although lower than the other two assets, were still strong, given the shorter-term nature of their contracts. These two assets are typically off-hired in the monsoon season, as adverse weather during that time necessitates a shutdown in offshore operations on Malaysia's east coast. During the off-hire season, we take the opportunity to refurbish our vessels to prepare for new contracts ahead. For example, PTSC Huong Giang has been refurbished and is now ready for her next contract, serving a wells intervention campaign in the PM3-CAA field in the northern waters of Malaysia.

REGULUS OFFSHORE

These robust utilisation rates are a reflection of our long-standing relationships with our clients and our good track record of safe and efficient operations. We have good visibility on the future charter of our fleet, with many contracts already secured for 2023 and beyond. Yinson Hermes was able to secure contracts with two clients that will enable it to work continuously throughout 2023, while Yinson Perwira and PTSC Lam Kinh's contracts are secured until 2024 and 2027 respectively.

REGULUS OFFSHORE FLEET UTILISATION RATES



Operating environment

Malaysia's oil & gas industry continues to evolve in line with its aspiration to achieve net zero by 2050, and this has spurred the local energy supply chain to align its strategies accordingly. Yinson Group has also answered the call to move the industry in this direction with its Climate Goals to achieve carbon neutrality by 2030 and net zero by 2050. Accordingly, Regulus Offshore ("RO") is actively improving its ESG practices through enhancements in our environmental and social impact reporting, improved safety and environmental practices and exploring opportunities for marine electrification with YGT.

There are several factors that are contributing to a healthy and stable market for OSVs in the coming years. These include an anticipated increase in drilling and platform maintenance activities, as forecast by Malaysian Petroleum Management's 2023 outlook, and growth in offshore wind installation projects worldwide. In addition, the pandemic and economic volatility over the past few years have caused a general slowdown in offshore activities, leading to some key players reducing their exposure in the segment. This has led to a shortage of OSV supply in the market, heightening demand for our services.

OUTLOOK

We continue to enjoy a stable operating environment in Malaysia, where all our assets have secured contracts in the near term and where prospects continue to grow. Malaysia is a mature market for oil & gas, with the development of some newly discovered resources contributing further to its longevity. With our strong sustainability leadership position, plus proven track record in safety and operations, RO is well positioned to capture such market opportunities in the offshore industry in the coming days.

As an organisation that was founded, and is currently headquartered, in Malaysia, Yinson is committed to contributing back to this country. Thus, we will continue to do our part to fully support the country's decarbonisation goals towards a more sustainable future for everyone.

SUSTAINABILITY REVIEW

94 Environmental Conservation & Protection
- Climate Change & Greenhouse Gas Emissions
- Waste & Pollution Management
- Environmental Stewardship

101 Championing Human Rights & Human Capital Development
- Human Capital Development
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- Human & Labour Rights
- Client Relationships
- Community Engagement

113 Embracing Good Corporate Governance
- Business Management & Profitability
- Business Model Innovation
- Good Corporate Governance
- Sustainable Supply Chain Management
- Cybersecurity
- Digitalisation

Veisnavi Sai A/P Ram Babu, Age 14

ENVIRONMENTAL CONSERVATION & PROTECTION

ME1 CLIMATE CHANGE & GREENHOUSE GAS EMISSIONS

DEFINITION OF MATERIAL TOPIC
Integrating climate-related considerations into business strategies, as well as limiting the generation of carbon emissions from all operations.

IMPACTS

S1 S2 S3 S4 S5 S6 S7 S8 S9

GS1 GS2 GS3 GS5 GS6

Why is this topic material to us?

Climate-related issues pose a material risk to Yinson's long-term value creation. They have the potential to affect our performance, reputation, supply chain, operating environment and overall long-term business sustainability. As such, we view it as a crucial factor in making strategic business decisions. Carbon accounting and GHG emissions remain a key focus of our engagements with stakeholders and we put significant efforts into measuring and monitoring our impacts and performance.

Management approach

Data monitoring & verification

We measure and disclose our emissions across Scope 1, 2 and 3 based on internationally recognised practices and standards such as the UK oil & gas industry's Environmental Emissions Monitoring System ("EEMS"), GHG Protocol, ISO 14064 and IPIECA. To ensure the accuracy and integrity of our data, we conduct third-party verifications of our FPSO operations' GHG emissions. The verification statements are available on our website.

We have a comprehensive inventory of our emission sources. For our FPSOs, we track, verify and disclose the following sources:

- GHG emissions from FPSOs, such as fuel gas and Marine Gas Oil consumption, flaring and production volumes.
- Energy consumption on FPSOs, which is the energy content of the hydrocarbon fuel used to produce electricity, heat, steam, etc.
- Cold venting from cargo tanks.

Scan this QR code for more information on Yinson's GHG Methodology & Verification

ENVIRONMENTAL CONSERVATION & PROTECTION

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Task Force on Climate-related Financial Disclosures

At Yinson, our FPSO operations are responsible for over 97% of our current GHG emissions. We recognise the concept of common but differentiated responsibility and acknowledge our role in our mission to reduce carbon emissions and combat climate change. Yinson is determined to join the global efforts to address climate issues and remains committed to our Climate Goals guided by our Climate Goals Roadmap.

Climate governance

Yinson has a sound governance structure to guide and manage climate-related risks as part of our existing corporate governance. Our sub-Board committees oversee and manage sustainability-related issues, including climate-related topics.

Climate strategy

In the short to medium-term, we remain committed to supporting our clients in the gradual transformation to make offshore energy production less carbon intensive. In addition to developing and adopting the Zero Emissions FPSO Concept, we aim to eliminate regular flaring from two-thirds of our operating units by 2030, through closed flaring and hydrocarbon blanketing. Beyond 2030, as carbon removal technologies, such as Carbon Capture, Utilisation & Storage ("CCUS") and DAC become more mainstream and financially accessible, we anticipate that this would be one of the key features supporting our clients in offshore energy production. We plan for GHG emissions to be reduced by more efficient power generation units or through CCUS technology where feasible, or offset using DAC technology towards 2050. We aim for all legacy FPSOs remaining post-2030 to implement zero-routine-flaring, which we expect will reduce our FPSO fleet's GHG emission intensity per barrel of oil equivalent by a further 30% by 2050.

Yinson also understands the need to be part of the solution on the energy transition journey. In 2020, we ventured into the renewable energy space through the acquisition of the 140 MW Rising Bhadla 1 & 2 solar plants in India. We have since built a strong renewables pipeline of more than 5 GW. We target to achieve renewable energy generation of up to 1.7 TWh per annum by 2025. In early 2021, Yinson began investing in green technologies to electrify marine and land transportation, paving the way for an interconnected, smart and low-carbon ecosystem.

Climate-related risks management

Yinson has adopted the recommendations of the TCFD in a standalone Climate Report that was published in 2021. The Climate Report presents the findings of the scenario analysis of our business portfolios based on the Stated Policies Scenario (STEPS) and Sustainable Development Scenario (SDS). The Climate Report also shares our transition and physical risks, including a climate-related physical risk analysis using the Representative Concentration Pathways (RCP) 8.5, and our risk heat maps.

On top of that, we have integrated climate-related risks into our ERM via unique risk identification numbers. This register is a supplement to link Yinson's overall ERM processes with climate-related risks. The register also serves as a feedback document to the existing risk management process to capture medium to long-term climate-related risks which could be overlooked in the short-term.

Metrics and targets

Yinson has set a challenging goal of achieving carbon neutrality by 2030 (covering Scope 1 and 2 emissions) and net zero by 2050 (covering Scope 1, 2 and 3 emissions). By 2030, we aim to increase annual renewable energy generation by up to 5.6 TWh, reduce Group-wide carbon intensity (kg CO_2e/MWh) by 50% and reduce carbon intensity (kg CO_2e/BOE) of FPSO operations by 30%.

Scan this QR Code for more information on TCFD-related disclosure at Yinson

ENVIRONMENTAL CONSERVATION & PROTECTION

Improving the quality of our disclosures

Yinson continues to monitor the disclosure standards landscape and strives to align with the latest standards and reporting trends. As our climate action journey continues to progress and mature, so too do our reporting and disclosure practices as we endeavour to disclose our climate change efforts in a transparent and impactful way.

Since FYE 2022, we have adjusted our GHG consolidation approach from equity share to operational control and reclassified the accounted emissions. This adjustment was done in alignment with industry best practices for complete and transparent GHG emissions accounting. We also moved emissions from FPSOs from Scope 1: Direct GHG emissions to Scope 3: Category 13 – Downstream Leased Assets. We are committed to reviewing and updating our Climate Goals Roadmap every two years to ensure we remain on the right track to achieve our goals.

Yinson is currently reviewing and updating our Climate Roadmap to reflect and incorporate new developments including the evolving energy market landscape, progress in emissions-reduction technologies and best practice emissions accounting. However, this does not impact our climate ambitions and we remain firmly committed to achieving carbon neutrality by 2030 and net zero by 2050. Concurrently, we are updating our TCFD-related disclosures to reflect initiatives and progress made to optimise disclosures of climate-related financial information.

Stakeholder advocacy & engagement

The management of our climate risk and GHG emissions is a critical area of concern for many of our stakeholder groups. Our bankers and lenders rely on our ability to manage these risks to assess our long-term prospects and evaluate our resilience to potential crises. Meanwhile, meeting environmental performance standards is essential to maintaining our regulatory license to operate, making this issue vital to our government and regulatory bodies.

Given the importance of climate performance to our stakeholders, we engage with them regularly on this topic, as detailed in our Approach to Stakeholder Engagement section within our Corporate Governance Overview Report, on pages 148 to 151.

The FPSO market is currently strong with a limited pool of skilled contractors and a surge in project awards. This market positioning provides Yinson with ample opportunities to engage with potential clients on our shared climate concerns. As a company that prioritises sustainability and has set the reduction of emissions as a non-negotiable key performance indicator, we believe this is our unique advantage in executing FPSO projects in line with the energy transition. Therefore, we will continue to engage with potential clients on low-emission designs for new FPSOs while working with current clients to explore opportunities to incorporate low-emission technologies onto our existing assets.

Yinson's three-pronged approach to carbon emission reduction

Our approach is three-pronged and focuses first on reducing emissions (carbon reduction), before endeavouring to remove carbon from the atmosphere (carbon removal) and lastly utilising carbon compensation mechanisms to offset GHG emissions.

1. Carbon reduction focuses on reducing Group-wide Scope 1, 2 and 3 emissions through changes in internal processes and operations. This includes adopting new emissions-reducing technologies, such as hydrocarbon blanketing, closed flaring and vapour recovery units to eliminate routine flaring to limit the carbon intensity of our FPSOs. Yinson aims to utilise renewable energy in our operations where feasible.
2. Carbon removal relies on carbon removal mechanisms to remove carbon emissions from the atmosphere. Yinson is looking into nature-based solutions such as afforestation and reforestation, as well as technology-based solutions such as CCS and DAC. As these solutions become more technologically and economically feasible, we will update and refine our carbon removal strategy.
3. The final step in our approach is carbon compensation, which relies on mechanisms such as carbon credits to offset GHG emissions. In this regard, Yinson's focus is to purchase high-quality carbon credits, which are independently verified, to offset our operations' emissions.

As Yinson looks across our value chain, Scope 3 GHG emissions accounting is a key area of engagement with our stakeholders to ensure alignment in materiality and accounting approach and to identify opportunities to drive realistic reductions. Yinson has active engagements with our clients to reduce Scope 3 emissions, particularly those from downstream leased assets. Furthermore, we are expanding supplier engagement through our VRP to gain a better understanding of Scope 3 emissions accounting in our value chain.

ENVIRONMENTAL CONSERVATION & PROTECTION

ME2 WASTE & POLLUTION MANAGEMENT

DEFINITION OF MATERIAL TOPIC
Responsible management of materials from acquisition to waste disposal to meet our business goals.

IMPACTS

S2 S3 S4 S6 S7 S8 S9

GS1 GS2 GS5 GS6

Why is this topic material to us?

Yinson strives to responsibly manage the waste and pollutants generated in its business operations, to prevent detrimental impacts on the environment and biodiversity in the areas where we operate. Our offshore operating assets generate waste and pollutants that require highly specialised handling procedures. This is due to the unique nature of the waste as byproducts of oil & gas production, as well as the location of our assets in the open sea, where access to waste disposal infrastructure on land is limited.

To this end, our management of waste and pollution is highly regulated and needs to be adhered to, in order to obtain our regulatory license to operate. Through effective management of our waste and pollutants, we can be assured that our business activities will minimally impact the environment while ensuring seamless operations.

Management approach

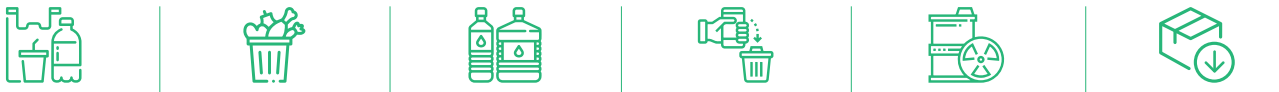
Waste & pollutants

Waste Management Plan

YP has in place a comprehensive waste management plan, which complies with the International Convention for the Prevention of Pollution from Ships ("MARPOL"). According to Annex V of the protocol, we must eliminate any garbage discharge from our shipboard operations to the environment via vessel-specific Garbage Management Plans, which facilitate our management of waste onboard our assets.

Management of waste-related impacts

YP's onboard waste is divided into 11 different categories including:



Yinson is committed towards keeping waste and potential pollutants that we may emit from our operations to a minimum.

Our waste management at sea is governed by MARPOL and all of our vessels implement waste management plans and segregate waste onboard. Waste generated onboard our vessels is sent to onshore reception facilities for recycling, treatment, recovery or disposal. Waste that is not sent to shore is incinerated onboard via approved shipboard incinerators and food waste is discharged to the sea as per MARPOL's Annex V.

In unavoidable situations, we ensure that our waste and pollutants are appropriately managed in accordance with relevant regulations and best practices. Licensed waste disposal companies are engaged in the transportation and processing of offshore-generated waste.

ENVIRONMENTAL CONSERVATION & PROTECTION

Measuring and monitoring our waste & pollutants

Yinson is committed to consistently monitoring the waste and pollutants generated onboard.

Our monitoring and measurement of waste and pollutants onboard our vessels are guided by our ISO 14001-certified HSE Management System and internal processes that are defined within our Yinson Management System (YMS). In addition, our environmental performance is observed through dashboards that provide updated and aggregated graphical representations of environmental data.

There were zero records of non-compliance to environmental laws and regulations, in the year under review.

Water & effluents

Yinson's operation does not significantly share water resources with local communities. Yinson's main freshwater consumption comes from water utilities. Our FPSOs generate and discharge produced water, slop and seawater (used for cooling purposes) to sea during daily operations.

Produced water is a high-volume liquid discharge generated during the production of oil and gas. After extraction, produced water is separated and treated (de-oiled) before discharge to surface water. The quality of produced water is most widely expressed in terms of its oil content.

Management of water discharge-related impacts

The global minimum standard for produced water discharge set by the World Bank is less than 30 ppm while the standard for slop water discharge as per the requirements of MARPOL is less than 15 ppm. Yinson complies with the regulatory requirements and industry guidelines for all water discharges.

Yinson is committed to our stringent pollution controls for all discharges to sea. For YP-operated FPSOs, we only release water to sea if oil in water content for both slop and produced water is below 15 ppm.

Yinson adopts a combination of international and local regulations and industry best practices as the basis for its engineering solutions. We strictly adhere to the following regulations and procedures in our operational practices:

- MARPOL – limits the discharges of potentially polluting substances in the waters where we operate and includes regulations to prevent pollution caused by oil, noxious liquid substances, sewage, garbage and air pollution.
- International Convention for the Control and Management of Ships' Ballast Water and Sediments – restricts the adverse impacts of discharging ballast water in sensitive areas, to prevent the release of foreign organisms into the marine biomes.

We comply with the requirements of MARPOL and the International Convention on Oil Pollution Preparedness, Response and Co-operation, communicating regular updates to internal and external stakeholders on any discharges of harmful substances. Yinson takes measures to minimise the risks associated with releasing water into the marine biome by implementing operational procedures and emergency response protocols.

Both our offshore production and offshore marine assets have onboarded a unit-specific Shipboard Marine Pollution Emergency Plan (SOPEP). The SOPEP Manual includes emergency preparedness scenarios in the event of a harmful discharge to the marine biome around our operating assets.

Yinson aims to be transparent in our reporting, disclosing details of discharges in our Annual Reports. For data on the volume of spills, please refer to the Performance Data section on pages 334 to 346.

ENVIRONMENTAL CONSERVATION & PROTECTION

ME3 ENVIRONMENTAL STEWARDSHIP

DEFINITION OF MATERIAL TOPIC
Advocacy of environmentally-friendly organisational practices including considerations for efficient energy management.

IMPACTS

S2 S3 S4 S7 S8 S9

GS1 GS2 GS5 GS6

Why is this topic material to us?

We embrace our responsibility towards the environment by preserving the planet which in turn benefits the wellbeing of our stakeholders and enables our business to operate efficiently. This also leads to reduced operational costs, increased brand recognition and the social approval necessary for our organisation's continued operation. As a multinational corporation, Yinson can leave a substantial impact by promoting environmental awareness and responsible stewardship. We are also cognisant that non-compliance with regulatory standards could result in legal and reputational consequences. We address the topic of environmental management at the Group-level and our practices are relevant to the entire organisation.

Management approach

HSE governance

Our focus on delivering excellent results in environmental stewardship is guided by the key principle of Environmental Conservation & Protection under the Group's Sustainability Policy. Our Board and Management oversee the governance practices of our Sustainability Policy while our Corporate Sustainability Department and ESG Taskforce drive our initiatives. The Taskforce consists of representatives from every business unit, making it a holistic corporate effort that ensures all operations adhere to the principles of our Sustainability Policy and that these principles are properly and seamlessly executed. The Group closely monitors its environmental performance and identifies areas for improvement, implementing the necessary initiatives to enhance performance. We also build robust with relevant stakeholders such as regulatory bodies, NGOs and governments by adhering to all environmental disclosure requirements.

Biodiversity & ecosystem management

One of our key focus areas is to be highly attentive to any Health, Safety, Environment and Quality ("HSEQ") matters including potential biodiversity impacts caused by our operations. We support and align with SDG 14, Life Below Water, and are committed to ensuring the prevention of all kinds of marine pollution as well as sustainable management and protection of marine and coastal ecosystems. Our engineering solutions integrate international and national regulations, and industry best practices. It is designed to limit our potential environmental impact, including MARPOL and The International Convention for the Control and Management of Ships' Ballast Water and Sediments. In addition, we also comply to the Environmental Impact Assessments (EIA) prepared by our clients for the offshore fields where our assets operate.

ENVIRONMENTAL CONSERVATION & PROTECTION

Energy management

Energy is a crucial resource consumed in our business operations. YP's operations account for the highest energy consumption in the Group, as electricity is generated onboard by utilising gas from the field to power FPSO operations. RO's operations rely on purchased fuel to power our marine vessels and onboard equipment while our onshore offices consume the least amount of energy. We aim to monitor our energy usage carefully and reduce our consumption where possible. This can be achieved by converting to equipment with low load ratings, utilising energy-efficient buildings onshore, and installing efficient monitoring systems to detect inefficiencies.

One of our FPSOs, which is currently under construction, is targeting to achieve the DNV Abate class notation. This involves establishing an energy management system in line with ISO 50001 to reduce emissions from the operation of the FPSO. This shall ensure that the unit is designed, built and operated to minimise emissions wherever possible. Emissions reduction targets and results will be verified during the annual class surveys.

Air emissions

Non-GHGs such as nitrogen oxides, sulphur dioxide, sulphur oxides, carbon monoxide, and non-methane volatile organic compounds are associated with air emissions and are based on the activity data and conversion factors recommended by the UK Oil & Gas 'EEMS – Atmospheric Emissions Calculations (Issue 1.810a)'. To reduce our carbon footprint, we ensure that we monitor and assess the air emissions onboard our FPSO assets and adhere to stringent regulatory requirements on emissions levels. In our endeavour to minimise our air emissions, we consciously choose low-emission technologies and engines for utilisation onboard our assets wherever possible.

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

MS1 HUMAN CAPITAL DEVELOPMENT

DEFINITION OF MATERIAL TOPIC
Maintain our standing as an employer of choice through utilising competitive programmes that attract, retain and reward employees.

IMPACTS

S2 S3 S4 S5 S6 S8 S10

GS1 GS3 GS5 GS6

Why is this topic material to us?

The labour market has undergone significant changes which led to major shifts in workforce dynamics, causing employees to place more emphasis on workplace flexibility, benefits, conducive working environment, purposeful company culture and contribution towards sustainability. Furthermore, international economic sectors including the energy industry are facing a shortage of skilled labour which has resulted in stiff competition for talents. To remain as an employer of choice and continuously attract and retain top talent, Yinson is proactively undertaking measures to engage with our potential talents and employees. We plan to achieve this by implementing our Human Capital management strategy, which covers employee experience, health and wellbeing, rewards, talent acquisition, talent development, and learning.

Management approach

HR Transformation Plan

We kickstarted our HR transformation journey in 2020 with the goal to achieve global consistency, deliver relevant HR solutions to our local employees across global offices and leverage on digitalisation to further accelerate our talent growth. We also aim to create an agile HR framework that can flexibly adapt to business needs. We have now achieved our key deliverables against the seven areas of transformation identified under our HR Transformation Plan, and will be progressing into the next phase of our people strategy journey focusing on the key areas below:

- Embed: We seek to increase the adoption and usage of HR approaches and platforms to empower people's capability management.
- Employee Experience: We strive to achieve impactful experiences through active listening and leadership accountability.
- Leadership and Culture Development: We work towards maintaining Yinson's culture and nurture leaders and employees in all countries as we expand our businesses.
- Global HRIS: We continue to implement our Global HRIS solutions which allow our people to have access to a platform that enables them to take greater flexibility in managing their performance, career development and employee data. Our Global HRIS solution allows us to more easily analyse data and create greater business insights for decision-making.
- HR Capability Development: We continue to invest and grow our HR capability through learning, knowledge sharing and honing expertise and skills.

Our HR transformation journey is applicable across the Group and driven by the Group HR function with support from Senior Management and business leaders.

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

We have identified our key deliverables against the following areas of transformation outlined which are:

Technology

We established a four-year HR Technology Roadmap in 2020 which supports the HR Transformation Plan. The roadmap outlines our aspiration for employees to embrace digital transformation through various work aspects including engagement and experience, digital competence and leadership, social learning and gamification, people analytics and big data, automation and tools as well as digital workplace and mobility. Digital technologies are employed across all HR focus areas according to the short, medium and long-term goals. In 2022, we identified and implemented HR systems in line with the roadmap. The long-term goal is to see us going fully online with digitally-savvy employees.

Recent achievements

Rolled out new modules in addition to our Employee Central module:

- Performance and Goals Management – streamlined quality and consistency of performance management experience especially for onshore employees globally.
- Recruitment – replaced manual, admin-heavy practices with a single and consolidated talent platform for employees' easy access to the internal career site for global career opportunities applications.
- Onboarding – enhanced experience to better manage on-boarding, cross-boarding and off-boarding.
- Compensation – automated process that facilitates fair and transparent compensation planning.

Rewards

Rewarding and recognising our people is an important way for us to acknowledge the contribution of Yinsonites towards the success of our business. We believe that a fair system also increases productivity, creates healthy organisational culture and better teamwork and helps boost employee morale. Our Total Rewards Strategy Project is one of the key pillars of our HR Transformation Plan to further strengthen our philosophy, benchmarks, and evaluation methodology to better define our plans and achievements.
This formed the foundation of our Future Reward Framework which includes a Job Family/Job Role Framework that determines our approach to job evaluation, collating, and analysing benchmark data.

Recent achievements

We applied a job levelling methodology, which allows a structured and consistent approach to job evaluations and standardisation of assessment across the Group. It also supports the Compensation module in Successfactors, for fair, and transparent compensation planning via a systematic process.

Governance

Yinson's HR Governance oversees and leads the Human Capital strategy in the aspects of policies and results. This includes risk management, policy and programme governance, internal oversight and management of our HR strategies, HR business model, as well as the organisation, measurement and management of the HR function. This portfolio is led by our Group Chief HR Officer and each of our business units appoints an HR lead accountable to support the overall Group HR Governance framework. Our HR Governance is also subjected to internal and external audits that the Group or business units participate in.

Following the Employee Engagement Survey held in early 2022, focus group sessions were held with employees across our country offices throughout 2022 to gain deeper insights into employee concerns. One of the key actions arising from these focus groups was a decision to move away from the once-a-year employee engagement survey to a more agile, real-time temperature check across the business which will ensure active listening from managers and build leadership accountability. To achieve this, we are looking to have an easy-to-use, data-driven online pulse and temperature check tool. The tool aims to have inbuilt questions based on research on drivers of employee engagement, such as motivation and performance. The temperature checks will be quick and anonymous, and have an analytics dashboard to scientifically digest and interpret responses. From the responses, we aim to have a real-time monitoring heatmap which points out key dimension areas to engagement in both wider and smaller groups. We are currently evaluating potential solution providers, and aim to have the new tool rolled out by the end of 2023.

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

Recent achievements

- The Group HR Director title updated to Group Chief HR Officer in line with the position's scope and responsibilities.
- Significant improvement of our data analytics through the implementation of the Global HRIS which provided the ability to utilise people data in making sound business decisions.
- Development of a Governance document following the implementation of the Global HRIS.
- Embedded the people risks to the business into the quarterly business risks reviews with tracked and updated mitigation actions.

Resourcing

We have carved our leadership position in ESG which enables us to build a strong brand reputation that reflects how we care for the environment, our people and communities. Yinson is committed to supporting the local communities in the areas we operate through employment which strengthens the local economy and develops expertise locally. Our League of Extraordinary Apprentices Programme ("L.E.A.P.") is focused on graduates in the onshore offices. Yinson also aims to create an effective and comprehensive retention strategy that holistically covers all aspects of an employee's career and wellbeing through learning and development ("L&D") programmes, various performance and rewards schemes as well as enhancing our DEI practices.

Recent achievements

- L.E.A.P. expanded to provide Green Technologies and HR streams and LEAPsters also completed the onboarding process via Global HRIS.
- Recruitment approach targeted to specific disciplines for ease of management and assessment of shortlisted candidates.
- Increased engagement with tertiary education institutions in our efforts to attract the right talent pool.
- Introduction of the Recruitment module to improve processes. The module is able to capture, track and shortlist candidates enabling efficient and transparent resourcing.

Talent & performance management

Yinson's Succession Planning Strategy is designed to ensure continuity in all critical positions in the Group through a structured plan which identifies potential successors who are mentored for future leadership roles. In addition, the Group also explores capable talent pools to fulfil roles and responsibilities and develop required competencies.

In practising continuous performance management, we highly prioritise our employee health and wellbeing by creating a conducive work environment. We understand that for our employees to deliver their best work, we need to build a culture of holistic wellbeing which covers mental and physical health as well as financial security, career progression and contributions to the community. We also set our goals to maintain a healthy level of work-life balance to enable our people to manage personal and professional priorities. This approach is supported by our Yinson Future of Work Philosophy, developed to provide choice, flexibility and autonomy to our people and is built on trust and empowerment.

Recent achievements

- Introduced the Continuous Performance & Feedback and Development Goals features in the Global HRIS' Performance Management module. These features enable the capturing, tracking and identification of development areas and closing skill gaps. Apart from supporting L&D, employees can also self-assess their career development needs in line with their own career aspirations.
- Championed health and wellbeing initiatives across our office locations, by providing free health screenings, organising health and wellbeing open days, and reinvigorating our sports and social clubs.
- Held regular health talks and seminars to promote a healthy lifestyle and mental wellbeing.

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

Learning and development

The Group L&D strategy guides our L&D approach and reflects our commitment to investing in the professional and personal growth of Yinsonites. We host a variety of learning resources through Learn@Yinson, our LMS. Through this platform, employees can access learning content anytime and anywhere. The learning content ranges from internally developed to external modules in partnership with LinkedIn Learning and International SOS. This system also enables tracking of learning progress and completions and produces certificates for compliance purposes. Additionally, LMS uses data analytics to suggest learning content according to employees' interests and career pathways and rewards top performers through gamification features. Our learning support extends beyond our LMS platform by providing our employees access to external learning based on role and/or career aspirations. External learning is tracked and measured through our Global HRIS.

Recent achievements

- Participated in One Young World 2022 Summit which is an annual global forum that convenes young leaders from over 190 countries to develop solutions to create a better world through more responsible and effective leadership.
- Introduced technical and hands-on practice courses for employees to accelerate Tech Skill Building through Hands-On Practice with LinkedIn Learning + GitHub Codespaces.
- Continued the Leadership Enhancement & Development ("L.E.A.D.") Programme with 65 participants completing the programme to date.
- L.E.A.P. implemented a structured learning framework to develop the leadership skills and capabilities of graduate trainees.

HR capability

The Group fully supports the HR function and provides the necessary resources to achieve the goals outlined in the HR Transformation Plan. We are committed to various requirements such as manpower, upskilling of the team and improving our HR capabilities in line with global HR best practices.

Recent achievements

- Completed the HR competence and learning pathways.
- Expansion of the HR team across various offices in tandem with the organisation's growth.
- Provided access to relevant external HR programmes, seminars and webinars.

Diversity, Equality & Inclusion

We believe that diversity is a crucial element in value creation which is made possible by the commitment and unique skills and backgrounds of Yinsonites. We embrace and encourage diversity in our people regardless of age, ability, background, gender, nationality and other personal attributes. Therefore, as a global organisation, DEI plays an instrumental role in forming the foundation of our HR Transformation Plan. We updated our DEI Policy in 2022 and stand guided by our approach to strengthening our diversity objective. We also proactively work towards creating an open, all-inclusive working environment for our employees.

Recent achievements

- Started our first Employee Resource Group – Yinson Lean-In Circles, to provide a platform primarily for, but not limited to, women to come together in small groups, known as circles, to network, share ideas and experiences. This network transcends all roles, positions, and levels with the aim to drive peer-to-peer collaboration and mentorship and also to combat gender bias, unconscious bias, Diversity Recruitment and build leadership skills.
- All new FPSOs under construction have amenities to suit all genders as part of their default design.
- Participated in The Unlimited programme by UOB in partnership with SG Enabled to explore the hiring of differently-abled persons. Yinson Singapore is committed to start hiring differently-abled persons in 2023.
- Recognised as a Diversity Champion in the LinkedIn Talent Awards 2022.
- Appointed our Group Talent & Learning Manager and Diversity Ambassadors which were sent to the One Young World Summit 2022.
- Commenced and formalised International Day celebrations to promote DEI and sustainability agenda across the business.
- Organised self-paced instructor-led learning on LMS on the topics of DEI and Belonging, Cultivating Cultural competence and more. We also launched the learning path of Embracing Equity.

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

MS2 OPERATIONAL HEALTH & SAFETY

DEFINITION OF MATERIAL TOPIC
Provision of secure working conditions and systems to safeguard human health and wellbeing in all operations.

IMPACTS S1 S2 S3 S4 S5 S6 S7 S9 S10 GS1

Why is this topic material to us?

As our operations are in offshore production, Operational Health & Safety ("OHS") is a priority. We are committed towards the prevention of incidents that may result in injury or loss of life. A robust HSE framework is key to keeping our people and our organisation safe from financial, operational, reputational and legal ramifications. Yinson's Health, Safety, Security, Environment and Quality ("HSSEQ") Department continues to make improvements to strengthen our overall OHS.

Management approach

HSE governance

Our Senior Management oversees Yinson's HSE governance and ensures its effective implementation. HSE performance and initiatives are submitted to Senior Management on a monthly basis. We have in place a Health & Safety Policy which sets out the highest standards in HSE. We are committed to safeguarding the health and safety of all within our operations while minimising the environmental impact arising from our operations. We aim to have zero health and safety issues across our assets.

In line with our efforts to inculcate a 'Culture of Safety', Yinson adopts an integrated HSE Management System which sets out procedures for identifying, analysing, evaluating and managing requirements according to HSE and quality standards. Our HSE Management System aligns with industry guidelines and standards such as the International Safety Management ("ISM") Code, International Ship and Port Security ("ISPS") Code, as well as meeting the standards of our certifications for ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018. Yinson's HSE Management System covers YP's offshore and onshore employees and contractors.

Operationalising HSE

All our contractors are covered by the same HSE principles, procedures and targets adopted by our employees. We have a robust framework which includes the following safety controls:

- Effective HSE coordination of Risk Analysis and Control or Work methodologies to minimise harm per HSE requirements which include implementing hazard controls, as well as monitoring HSE performance and reviewing issues.
- Our VRP conducts pre-screening and pre-qualification of vendors.
- The HSE Manual and Project HSE Plans outline HSE regulations, standards, codes, recommendations and guidelines for compliance, in line with statutory, government and relevant regulations.
- Continuous training and development programmes to embed Group-wide OHS awareness.
- Yinson utilises established incident-investigation methodologies to identify casual factors, provide recommendations, prevent recurrence and facilitate transparent reporting.

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

Additionally, external HSE audits are conducted according to applicable industry standards. YP continues to comply with the ISO standards for which we are certified, while RO adheres to the ISM Code. Internal HSE audits are executed annually across our offices, offshore and marine assets. In the period under review, a total of 41 audits were conducted, of which 22 were internal and 19 were external audits. In addition, six emergency response exercises were conducted.

Emergency response initiatives

Due to the nature of our business, it is vital to efficiently manage unexpected situations and emergencies to prevent fatalities and injuries, reduce damage to equipment and assets as well as protect the environment and the community. As such, we have in place emergency response programmes that are aligned with our ISO 45001-certified HSE Management System which include the following elements:

Defined situations of hazards and accidents

- Establishes relevant risks with corresponding action plans.
- Provides structured process, linking specific managerial duties to designated personnel according to the severity of incidents.

Emergency preparedness programmes

- Establishes key management positions directly involved with the response teams.

Local emergency response teams

- Outlines head office's overall coordination responsibility with base offices providing support to all units.
- Specifies a first-line response team tasked with protecting personnel, the environment and our assets.
- Ensures drills are conducted in accordance with scheduled activity.
- Requires the head office emergency response team to conduct one exercise with each unit per year.

Emergency response plans

- Ensures onsite personnel and head office prepare and respond to all emergencies.
- Specifies managerial duties for specific events.
- Outlines communication protocols and establishes key personnel responsible for disseminating information to stakeholders.
- Site-specific plans also apply to Yinson-controlled sites.

Scan this QR code for more information on how Yinson manages our HSEQ for environmental and project execution excellence

Safety Culture Transformation Programme

To prevent incidents from escalating, Yinson strives to embed a safety culture across its operations. Since 2015, we have been using pulse surveys to measure and benchmark our safety culture performance against the best performers in the industry. Over the years, our dedication has yielded positive results as we have instilled a high level of safety within our organisation. We will continue to implement the latest methodologies and digital tools to enhance our safety culture and create a conducive workplace.

In the financial year under review, we completed eight training sessions on Safety Leadership Behaviours. We conducted our fourth SAYFR safety culture survey, and based on the results we are pleased to report that our safety culture remains in the third quartile.

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

YP is committed to promoting the health, safety, security, and environment of all internal and external stakeholders and ensuring the delivery of quality products and services. We aim to improve our HSSEQ capacity and enhance the resilience of the organisation through employee engagement. Our people are essential to our decision-making, which is guided by the following thinking:

People as the solution, not the problem

HSSEQ as the presence of positives, not the absence of negatives

HSSEQ as an ethical obligation as opposed to a bureaucratic activity

The HSSEQ Department's strategic focus areas for the coming year are to ensure:

- Health and safety principles are integrated into everyday business activities to keep all stakeholders healthy and safe.
- Our environmental management system facilitates stakeholder behaviours that promote environmental sustainability.
- Our quality management system facilitates the efficient and effective delivery of best-in-class products and services that exceed stakeholder expectations.
- Emergency Preparedness, Response, and Security facilitates a rapid and coordinated response to emergencies, minimising adverse impacts on our people, environment, assets, and productivity.
- Our ERM system is well-maintained and reliable.
- Digital transformation enables and accelerates HSSEQ efficiency to meet ever-changing requirements.

These focus areas will continue to evolve as YP achieves its strategic objectives. Through these objectives, we strive to meet stakeholder requirements by unifying the HSSEQ assurance framework, creating value through optimising core business processes to improve quality, saving time and cost, and engaging users through digital transformation to manage data – future-proofing our business.

Hazard identification, risk assessment & incident investigation

We are committed to optimising the management of HSE risks across our operations. Yinson's personnel and contractors are protected by a robust framework that includes safety controls for risk management.

At the operational level, our frontline supervisors investigate, plan and coordinate activities according to HSE requirements such as identifying HSE hazards and controls and reviewing HSE incidents. We have strategic processes in place to monitor our HSE performance and review issues throughout the cycle of our operations. Safety meetings or briefings are held before conducting any hazardous activity.

Apart from that, our HSE Management System ensures standardisation and eases the process of incident investigation. HSE personnel who are responsible for leading investigations are equipped with the necessary training and knowledge to fulfil their duties. Our internal reporting standards include aspects such as incidents, near misses, experience transfers and observations, as well as a detailed workflow for risk mitigation. Severity levels of risks are qualitatively and quantitatively defined by designated investigation owners.

OHS training

Through SAYFR, we provided knowledge and enhanced the skills of 87 offshore and onshore leaders who took part in the 'X-lab workshops' run by SAYFR subject matter experts. This enabled our leaders to conduct eight modules on safety leadership among their team members.

Promotion of onshore employees' health

In 2022 and to date, we organised the following initiatives to support the health and wellbeing of our onshore employees, enhancing knowledge and encouraging work-life balance.

- **World Mental Health Day**
  An ongoing annual event, the overall objective is to raise awareness of mental health issues globally and increase efforts to support mental health. Yinson offered courses on mental health and wellbeing as well as a 24/7 emotional support platform.
- **Basic life support training**
  Yinsonites in the Kuala Lumpur office were provided basic life support training to extend help to anyone experiencing cardiac arrest, respiratory distress or an obstructed airway.
- **Working from home readiness**
  We provided a comprehensive list of tips that enable employees working from home to adapt mentally, emotionally and physically, and includes advice on setting up an ideal work environment and improving productivity.
- **Work-life balance quick tips**
  Includes pointers on how employees can improve work-life balance in areas such as delaying the delivery of emails on weekends or after office hours by scheduling emails at more appropriate hours.

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

MS3 HUMAN & LABOUR RIGHTS

DEFINITION OF MATERIAL TOPIC
Maintenance of key principles relating to Human & Labour Rights ("HLR") standards as those defined by international conventions.

IMPACTS

S1 S2 S3 S4 S5 S8 S9 S10

GS1 GS5

Why is this topic material to us?

Basic human rights and fair employment are fundamental aspects of any responsible business. These basic rights are grounded on principles of dignity, respect, fairness, and equality. By adhering to these basic rights, businesses can gain a better understanding of societal expectations and adopt more sustainable practices that benefit all stakeholders. Yinson is committed to upholding and respecting human rights in all aspects of our operations. This includes treating all employees fairly and with dignity, and maintaining a zero-tolerance policy towards discrimination, harassment, and bigotry. We also ensure that fair employment practices, including equitable remuneration and diversity, are advocated at Yinson. Through this conduct, we can create a productive work environment that fosters trust among all stakeholders. Additionally, embracing diversity allows us to draw on a broad range of perspectives and experiences, fuelling innovation and creativity.

Management approach

At Yinson, we are guided by the Group's HLR Policy, which reflects our dedication to upholding international human rights principles such as the Universal Declaration of Human Rights, UN Guiding Principles on Business & Human Rights, the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work as well as national and local laws and regulations. We are also committed to implementing the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) by taking proactive measures to prevent and remedy any violations of human rights across our operations. We aim to ensure that our business activities are conducted in accordance with human rights principles and this applies to all employees, contractors, and third-party entities involved in our operations. This includes recognising and respecting the rights of host communities, contracted partners, employees, and all other stakeholders with whom we engage along our value chain.

Yinson advocates fair and honest treatment of all employees, in accordance with applicable labour laws that safeguard their rights. We offer competitive salaries and benefits, and we unequivocally condemn any form of forced labour, including modern slavery.

At Yinson, we uphold our employees' rights to freedom of association, expression, and collective bargaining. Our global expansion has propelled us to celebrate and value the diverse backgrounds of our employees which leads us to promote DEI through our People Strategy. Upholding our DEI principles means that we are creating an open and inclusive work environment where employees feel safe to voice their opinions without the fear of discrimination. To ensure equality, we have taken proactive measures towards equitable pay, reviewed our current approach under the Total Rewards Strategy Project, and developed a Group-wide total rewards philosophy with a detailed action plan for equitable pay.

Yinson's HLR Policy represents our commitment towards international human rights principles, and we actively execute Group-wide measures to prevent and rectify any HLR violations that may arise. We also enhanced our HLR training programmes to raise awareness of this critical issue.

As part of our due diligence procedures, we enforce HLR expectations on our third party entities. We conduct supplier screening processes based on human rights criteria and ensure compliance from our suppliers. We regularly review and update our suppliers' assessment processes to constantly be aligned with international human rights standards and best practices.

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

Labour management relations

Our implementation of labour management varies accordingly to the individual employment legislation that we operate in and is dependent on whether there are collective bargaining agreements (CBAs) in place. For example, our operations in Brazil have a collective agreement that covers all onshore and offshore employees with a notice period of 30 calendar days based on local legislation. In Ghana, 58% of our offshore crew are covered by a collective agreement and the renewal of the agreement requires a three months' notice.

Human rights assessment

We apply stringent control over our human rights practices through various initiatives including setting up an internal Human Rights Working Group, with representatives from various departments across the Company. The working group is tasked to enhance existing procedures so that potential human rights issues across business activities can be mitigated and ensure that the Company's respect for fundamental human rights and decent working conditions is instilled. In addition, the working group oversees public access to information on our approach in addressing adverse impacts on these areas.

Child labour, forced or compulsory labour and security practices

These practices are applicable to our operations and suppliers stationed at the shipyards, module yards, equipment parts or manufacturing factories. While our VRP system does not single out a specific country or geographic region as high risk, the system generates a comprehensive risk profile for suppliers by taking various factors into account, including, but not limited to, their geographic location.

The following is conducted by our VRP to obtain information:

- Mandatory questionnaires on HLR practices.
- Vendor screening against adverse media relating to HLR.
- Compulsory acknowledgement to comply with HLR requirements as part of the onboarding process in the system.

Capacity building on human rights

Our employees keep abreast of HLR through initiatives including:

- Our mandatory e-training module that promotes a culture of respect for human rights in the workplace.
- Supplementary training on sustainable procurement and guidance on engaging with partners to improve working conditions.

Stakeholder engagement and cross-industry collaboration

As part of Yinson's continuous improvement journey, we also regularly engage stakeholders, including peers from various industries, to address current challenges and explore opportunities related to business and human rights. This also permits the sharing of best practices and strategies for improving the implementation of human rights.

Providing an avenue for remedy

In strongly advocating HLR, we provide access to our employees, business partners and any other parties including the public for feedback, comments and complaints. Yinson's Whistleblowing channel is a platform available online at www.yinson.com/compliance for parties to raise any concerns for further investigation and appropriate remediation actions.

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

MS4 CLIENT RELATIONSHIPS

DEFINITION OF MATERIAL TOPIC
Maintenance of relationships with Yinson's business partners and clients to ensure mutual success.

IMPACTS S1 S2 S6 S9 S10 GS3 GS4 GS5 GS6

Why is this topic material to us?

Clients for YP, YR and RO provide the Group with our primary revenue streams, enabling us to undertake projects, grow and operate. Many of our offshore production and renewables contracts are long-term, on average 17 years or more including optional extensions. Therefore, it is crucial for us to maintain regular engagement with our clients throughout the contract period, taking into consideration shifting external environments, so that we can fulfil our contractual obligations. Moreover, fostering strong client relationships can create opportunities for developing innovative solutions, broadening business networks, and advocating on shared issues such as climate change.

Management approach

We aim to conduct our business with reputable clients to minimise counterparty risks. YP's clients are primarily investment-grade major or national oil companies, whereas YR's are primarily Government-owned or publicly listed power utilities or industrial/commercial customers. RO's clients are offshore asset owners who seek our assistance in supporting their asset operations.

An important strategy that we adopt in order to meet our Climate Goals is to engage with clients or potential clients whose ESG and sustainability values align with our own. This forms a strong basis for us to proceed with an impactful and long-term client relationship of positive value.

We maintain consistent communication with our clients to identify and resolve their primary concerns. YP's clients' primary concerns, as outlined in our materiality assessment, are operational excellence and fulfilling contractual obligations. We practise open and transparent communications with our clients regarding these matters through various forms of regular engagement, such as scheduled reports, milestone and kick-off meetings, site visits, regular dialogue and stakeholder engagement events. These frequent engagements pave the way for us to establish mutual understanding, manage expectations and build relationships.

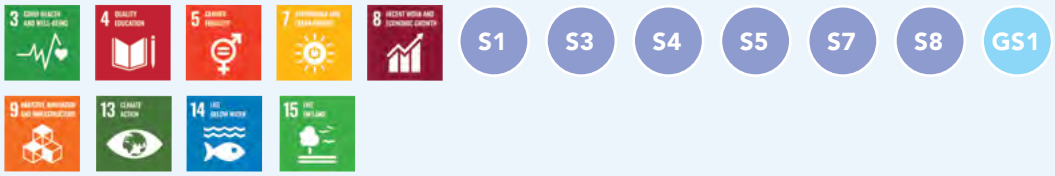
We also constantly explore ways to add value to our clients. For example, we propose low-emission technologies in our FPSO designs for our client's consideration as part of how we aim to contribute to the mitigation of climate issues. We understand that the successful adoption of these designs depends significantly on our solid working relationship with our clients.

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

MS5 COMMUNITY ENGAGEMENT

DEFINITION OF MATERIAL TOPIC
Collaboration with local communities where we have operations on social projects that benefit the wider public.

IMPACTS



Why is this topic material to us?

Community engagement is vital to establish trust and promote long-term growth. We demonstrate our commitment to creating shared value between Yinson, the community, and the environment by empowering and proactively contributing to our local communities. Maintaining a positive reputation in our local communities is also critical for obtaining our social license to operate.

Management approach

As an international organisation, Yinson has the capability to make a difference in people's lives where we operate. Hence, we are committed to function as a responsible corporate citizen.

Our CSR activities are guided by two core principles: Environmental Conservation & Preservation and Quality Education. We invest in developing a skilled workforce and preserving the planet as a form of contribution to environmental and social sustainability. A healthy business environment allows us to efficiently operate in the long term. Community engagement also enhances employee satisfaction by providing our staff with a sense of meaningful fulfilment.

In line with our two core principles and subject to our CSR Policy & Procedures, our mission is to generate positive economic, environmental, and social impacts in the regions where we operate. This is primarily accomplished through the following pillars in alignment with the UN SDGs:

- To promote quality education and effective learning for all (SDGs 3, 4, 5, 7 & 8)
- To promote environmental conservation and preservation (SDGs 14 & 15)
- To address climate change and its impacts (SDG 13)
- To improve and/or build resilient infrastructure (SDGs 7 & 9)

Our goal is to create long-term positive outcomes and cultivate shared value between Yinson, the communities and the environment through:

- Corporate philanthropy and impact investing; and
- Encouragement of active and voluntary employee participation.

Every Yinsonite is encouraged to nominate and champion CSR activities within their local communities that create value for all parties. We strategically focus on developing internal programmes and collaborating with like-minded organisations that are aligned with our CSR focus areas including NGOs, collaborators, and society as a whole. A summary of our CSR programmes is available on our website.

Scan this QR code to view all Yinson's CSR activities

CHAMPIONING HUMAN RIGHTS & HUMAN CAPITAL DEVELOPMENT

To ensure our CSR programmes are meaningful and beneficial to communities, we established a CSR Committee which oversees the purpose and the execution of initiatives. The following steps are required when planning and executing CSR activities:

Due diligence

Yinsonites are required to exercise discretion when evaluating potential CSR projects, taking into consideration the economic, environmental and social impacts as part of the due diligence process. The proposal is then vetted by the Committee for review. This process ensures that projects or contributions are not a subterfuge for bribery and corruption or used to fund activities that are deemed inappropriate, including governmental or political party candidates or campaigns.

Implementation

When a CSR project receives final approval, the Committee informs the requesting employee of the outcome, which provides the employee with the mandate to proceed with implementation. The Committee monitors the progress of every project through quarterly reports submitted by the project manager.

Reporting

A project manager is appointed when a CSR initiative is approved. The project manager is responsible for providing status updates to the Committee until the completion of the project. A CSR Closing Project Form is required upon completion, to provide information on the process and progress including costs and expenses incurred. Yinson is currently undergoing a target-setting exercise to identify CSR-specific performance indicators.

EMBRACING GOOD CORPORATE GOVERNANCE

MG1 BUSINESS MANAGEMENT & PROFITABILITY

DEFINITION OF MATERIAL TOPIC
Continued enhancements on processes directly related to business profitability, covering cost management and timely delivery of contracts.

IMPACTS

S1 S2 S3 S4 S5 S6 S7 S9 S10

GS1 GS2 GS3 GS4 GS5 GS6

Why is this topic material to us?

At Yinson, we manage our business to deliver strong and sustainable cash flows to fund current operations and fuel future growth. We believe that solid liquidity and solvency management are foundational to our business and must be complemented by proper business planning to realise Yinson's short, medium and long-term goals. Our overarching strategy for managing our Financial Capital guides the management of our financial inputs and outputs towards achieving long-term and sustainable cash flows and profitability. Disciplined and diligent cost management provides flexibility and frees up working capital to be channelled into growth opportunities, thereby maximising Yinson's ability to create value for our stakeholders.

Management approach

We are a high-growth business operating during a global movement towards a low-carbon, climate-resilient environment and an ever-evolving economic and geopolitical climate. To deliver our vision and strategy, we recognise the need to operate within a resilient and forward-looking financial framework that provides a strong financial position to support our growth plans.

Transition-focused

At Yinson, our desire to contribute to a sustainable and inclusive transition to a cleaner energy future underpins all our business decisions. As we transition, we must also focus on the here and now – to continue to provide affordable and reliable energy to meet the needs of the world today. This is why we are committed to deploying at least 30% of the Group's equity in non-oil FPSO activities by 2030 and aligning all our business decisions to achieving our Climate Goals.

In addition, with ESG performance becoming an increasingly important consideration for lenders and financiers, Yinson has been actively exploring financial instruments that are linked to sustainability performance. In 2022, we secured a USD720 million syndicated loan facility for the FPSO Maria Quitéria project. Standard Chartered Bank, one of the lenders, participated in this syndicated loan facility to finance the conversion of the FPSO, which incorporates technologies that aim to contribute to the reduction of flaring from the field.

With this, it met the parameters of the bank's transition finance framework to achieve the corresponding labelling of Transition Finance facility for the bank. Prior to this, in 2021, Yinson issued Malaysia's first Sustainability-Linked Sukuk which raised RM1 billion. The Sukuk directly links the cost of our capital to our achievement of climate targets.

Green bonds and sustainability-linked bonds, as other examples, are increasingly attractive sources of funding due to their growing liquidity, driven by the increased appetite from ESG-focused investors. Our leadership position in sustainability allows us to capitalise on such instruments whilst incentivising us to manage our business more sustainably, in line with some of the criteria required to obtain such fundings.

Business decision-making autonomy, strengthening capital stewardship at the centre

In the year under review, findings from the GSR led to organisational changes that strengthened the decision-making autonomy of our business units. This is a significant move in the context of ensuring sustainable profitability for the Group as business units are now able to better establish and shape their own equity stories in accordance with their respective business contexts and growth journeys. At the Group level, we can devote more resources to guiding our businesses from a broader and more strategic view, including sustainability and governance matters.

EMBRACING GOOD CORPORATE GOVERNANCE

A key enabler for all our businesses is ensuring that we have sufficient capital to continue delivering on our projects and exploring new opportunities. This is where our capital strategy remains consistent, with the recent reorganisation strengthening the execution of the strategies. Our capital strategy focuses on equity sell-down, refinancing and re-leveraging, which allows us to augment cash flows to enhance returns of our ongoing investments, thereby accelerating the returns to be deployed into new projects. Through the successful deployment of these capital strategies, Yinson has been able to grow our business and fund the capital requirements of our high capital expenditure projects, while continuing to provide our shareholders with stable and sustainable returns.

On a platform level, Yinson's long-term equity structure includes perpetual securities and Sukuk Mudharabah. These instruments allow us to raise capital while not diluting the equity of our existing shareholding. On top of these, we have also successfully raised corporate borrowings, which enable us to be flexible when providing funding for our equity requirements, allowing us to pursue business opportunities in a timely manner. To adapt to the constantly evolving oil & gas financing landscape, we have been actively innovating and exploring alternative financing options, including project-level preference shares, non-recourse project equity, junior loans and local currency financing. In the year under review, we successfully executed a RM1.19 billion rights issue together with free detachable warrants, which was oversubscribed by 22.31%.

Financing and funding partners

Through the diligent cultivation of relationships with our financing and funding partners, we are able to execute our capital strategy. One of Yinson's Core Values is being 'open' – meaning we are committed to fostering an environment of trust and honest communications. This Core Value guides our approach to engaging and building relationships with banks and other funding partners, enabling them to gain a deeper understanding of our business and appreciate its resilience.

Over time, we have established relationships with a network of banks that are actively involved in FPSO financing. These strong partnerships have been instrumental in the success of our capital-raising initiatives. Collaborating with banks has allowed us to devise innovative deal structures that have been well-received. Our expansion into renewables and green technologies, along with our unwavering focus on sustainability, has prompted us to actively broaden our network to include bankers and lenders who are eager to support our growth in these areas. Establishing and nurturing these new relationships is a vital strategy that will ensure the continued funding and growth of our other business units for years to come.

During the year, we continued to expand our network of international financing and funding partners, accelerated through the expansion of our corporate management teams at the business unit level.

Cash flow and liquidity management

Having a solid free and readily available cash position serves as a strong foundation for Yinson's growth and expansion. Moreover, it allows us to navigate any unforeseen cash requirements with ease. Our cash stems from a combination of cash flows generated from operations, financial capital raised, and loans and borrowings drawn down from pending projects deployment. We prioritise the availability of cash to fund our operational requirements based on cash flow predictions. Our liquidity management strategy includes:

- Maintaining an appropriate mix of high-quality liquid investments and adequate cash buffers to meet unexpected cash outflows.
- Maintaining 5-year cash flow projections to match the allocation of long-term financial capital with project capital expenditure needs.
- Using reasonable assumptions on continuing operations and financing of projects secured, Yinson's liquidity is sufficient for at least the next 5 years.
- Conducting regular stress testing to assess cash flow vulnerability under distressing situations and deploying the necessary action plans.

Managing financial risks

Yinson has established and maintains a comprehensive risk management and internal control system that incorporates instruments, organisational structures, and procedures aimed at balancing risk and reward in relation to potential opportunities. An essential component of this system is the adoption and development of the ERM model, which Yinson has refined over time. The ERM model focuses on managing the key risks that could impact our strategic and management objectives, ensuring consistent methodologies and tools are in place to support risk management.

Furthermore, Yinson's Corporate Treasury Policy defines the guidelines for managing our free cash with the objective of preserving capital and maintaining liquidity. This policy sets out the parameters within which we manage our cash resources, enabling us to manage risk effectively and make informed decisions about our financial activities.

In the year under review, risk profiles were added for YGT and YP, providing further granularity about the risks and mitigations required that are unique to their respective businesses.

EMBRACING GOOD CORPORATE GOVERNANCE

MG2 BUSINESS MODEL INNOVATION

DEFINITION OF MATERIAL TOPIC
Improve business resilience against external pressures, market signals and trends through offering of innovative products and services.

IMPACTS

S1 S2 S3 S4 S5 S6 S7 S9 S10

GS1 GS2 GS3 GS4 GS5 GS6

Why is this topic material to us?

The inherent uncertainties of the global market have demonstrated that businesses need to be resilient, innovative and forward-looking. We believe that oil & gas will remain essential in the global energy mix and will reach peak demand in the coming decade. With our core business related to oil & gas production, Yinson understands the need for adapting our business model in order to maintain long-term value creation and competitiveness. A key way we are adapting our business model is by diversifying our business interests through investments in renewables and green technologies.

The strategic review of our FPSO business and a GSR that took place in 2021 and 2022 have affirmed our current business strategies and highlighted what we need to do to be even more effective.

Even as we adapt our business model for the future, we are cognisant that managing our current assets and businesses well is of paramount importance, as it builds our track record as a reliable partner who delivers on our commitments. This provides assurance of our abilities to carry out our growth plans, and the financial capability to do so.

EMBRACING GOOD CORPORATE GOVERNANCE

Management approach

At the heart of Yinson's strategy is our ability to innovate our business to suit changing landscapes and considerations. It is embedded throughout our Strategic Framework with 'Adaptable' as one of our Core Values, having an 'Agile and Innovative mindset' as a Yinson Edge and being at the 'Forefront of innovation & disruption' as one of our business strategies.

We have also articulated this through our Unique Rights to Win – Yinson's distinctive characteristics which have enabled us to capitalise on change and disruption. This has been demonstrated in our willingness to make bold investment decisions in businesses that we believe in, such as YR, YGT and our latest addition, Farosson, which all have unique risk-return profiles.

YINSON'S UNIQUE RIGHTS TO WIN

Entrepreneurial capabilities
Yinson's ability and success to build businesses and pivot to new segments over the years from a local transportation business to diversified businesses in offshore production, renewables, green technologies and offshore marine.

Operational excellence
Yinson is recognised for its technical and operational performance in offshore production, with an excellent track record in delivering projects on time and on budget.

Project management excellence
Yinson's project management team works on a lean structure that enables us to address problems and make decisions quickly.

Strategic risk management approach
Yinson's willingness to make bold investment decisions in innovations and businesses that we believe in, balanced by a healthy consideration for the risks involved.

Active stewardship at the centre, empowerment of the business units

In the year under review, Yinson has taken a significant step forward to empower our business units by increasing the decision-making autonomy of business units. We believe that this move optimises business growth, enables more agile decision-making and improves the management of risk and opportunities. It will also support the deepening of the talent pool at our business units as we bring in resources to strengthen the respective leadership teams.

2022 served as a transition year for this undertaking and the transition will continue into the following year, with a focus on developing new LOAs and conducting regular engagements across all business units and employees, with oversight from the Board and Senior Management. In tandem with these changes, the Group will maintain active stewardship of the overall direction, strategy and business synergies.

A prudent approach to investing

Yinson's investment choices for potential new assets and projects are steered by the Group Investment Policies. These policies establish the target minimum returns on investments, which are linked to a project's risk factors such as counterparty, contractual legal terms, technical and operational requirements, political environment, tax, ESG considerations, project partners and strategic considerations. Furthermore, Yinson's Management Committee discusses any project-specific risk factors while making investment decisions. The updated framework enables a balance to be struck between the commercial expectations from an investment and Yinson's strategic objective of achieving sustainable growth.

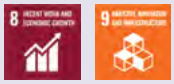
YP has an existing policy, but policies for YR and YGT are currently being developed as the value chains of these businesses vary significantly. The Board and Management frequently review these policies to ensure they align with best practices.

EMBRACING GOOD CORPORATE GOVERNANCE

MG3 GOOD CORPORATE GOVERNANCE

DEFINITION OF MATERIAL TOPIC
Upholding business policies and processes to be a responsible and ethical corporate citizen.

IMPACTS



S1 S2 S3 S4 S5 S6 S7 S8 S9 S10

GS1 GS3 GS5 GS6

Why is this topic material to us?

We strive to attain the highest standards of integrity, ethics and business conduct. At Yinson, our efforts to meet the interests of our stakeholders provides the framework for our management objectives, action plans, internal controls, performance management and corporate disclosures across the Group. We are committed to establishing risk mitigation measures in all aspects of our business. The Board continues to oversee our governance, providing insight and guidance to protect the interests of our stakeholders through the implementation of a robust governance framework and effective control systems.

Management approach

Sustainability governance

We have sub-Board committees to oversee and manage sustainability-related issues. The Board has oversight of our sustainability strategies through our Sustainability Committee, which is led by our Group CEO and comprises Senior Management members. The Sustainability Committee meets quarterly to review and steer the Group's sustainability efforts, establish performance metrics and targets, monitor sustainability performance and manage sustainability risks and opportunities. In December 2022, Yinson updated its Board Charter, renaming the BRMC to BRSC, in line with the Group's sustainability agenda.

Policies, procedures & frameworks

Yinson adopts a high standard of business practices, and a robust corporate governance and risk framework, placing emphasis on transparency, accountability, efficient leadership and sustainable performance. We are committed to consistently evaluating, improving and refining our governance practices and frameworks to meet the best interests of our stakeholders.

Yinson's Directors' Fit and Proper Policy was introduced in June 2022 to ensure Directors' commitment towards their duties within the Group, while the HLR Policy was updated in July 2022 to include the monitoring and reporting process for suppliers.

Aside from that, Yinson increased the autonomy and decision-making of business units by reinforcing respective management teams and adapting LOAs to be more business unit-focused. As Yinson continues to expand its operations in Brazil, the Company has translated key Group-level governance policies and procedures into Portuguese. These include the Code of Conduct & Business Ethics ("COBE"), Whistleblowing Policy & Procedure, ABAC Policy & Procedure and HLR Policy.

Scan this QR code to view our full list of publicly available corporate governance policies and procedures.

EMBRACING GOOD CORPORATE GOVERNANCE

Training & awareness

We continue to provide training, upskilling and awareness campaigns to ensure that Yinsonites are able to practice the highest standards of corporate governance in their day-to-day roles. Awareness training sessions are conducted via our LMS, Learn@Yinson, which enables self-paced learning.

All new employees undergo ABAC training as part of their onboarding process, while current employees receive annual refresher training. In FYE 2023, almost 65% of employees completed the annual refresher training, and we expect 85% of our workforce to complete this training by January 2024.

In addition, we executed the following in 2022 and to date:

- Incorporated the Conflict of Interest declaration and ABAC acknowledgement into the revised ABAC training module.
- Introduced a refresher campaign on Gifts, Hospitality & Entertainment on YNet for all employees.
- The internal legal team conducted monthly legal awareness webinars for Yinsonites, with topics such as the 'Personal Information Protection Law of China'.

Anti-bribery & anti-corruption

Yinson has a strict policy of zero tolerance against bribery and corruption and supports the Malaysian government in fighting corruption in Malaysia and in other countries where we operate. Protecting Yinson from corruption and bribery continues to be a top priority in our organisation.

Our management approach to combat bribery and corruption is guided by our ABAC Policy. In 2021, Yinson received ISO 37001 certification from Bureau Veritas for its ABMS. We will continue to conform to the procedures and processes in alignment with the ISO 37001 ABMS Standard.

In 2022, YHB and YP went through their first ABMS Surveillance Audit, as a follow-up for the certification received for ISO 37001, conducted by Bureau Veritas. There were no Major nor Minor Non-Conformities found and Yinson was lauded for showing consistent improvements, complying with proper due diligence, practising clear and transparent ABMS internal communication, digitalisation initiatives of ABMS, providing good mechanisms for Whistleblowing and taking the initiative to provide multi-lingual ABMS documents.

The audit also affirmed that Top Management, comprising Yinson's Management Committee, as well as the Governing Body, comprising the BRSC, have fully supported Yinson's ABMS efforts in 2022.

Additionally, our ABAC Cautionary Notice Cards have been translated into Arabic, Bahasa Malaysia, Chinese, French, Hindi, Indonesian, Italian, Norwegian, Portuguese, Spanish, Tamil and Vietnamese and are available for viewing on YNet and Yinson's website.

Whistleblowing

Yinson encourages its stakeholders to raise concerns as well as suspected or actual violations of Yinson's COBE, inaccuracies in financial reporting, non-compliance with laws and regulations, policies and procedures, inappropriate conduct or malpractices via designated channels, without fear of reprisal or unfair treatment.

In the reporting year, two whistleblowing cases were reported. One was related to the alleged bribery of a supplier, which was resolved after an extensive on-site investigation that concluded no evidence of bribery was involved. The other case was an employee grievance which was closed as the anonymous whistleblower did not provide adequate information to progress the investigation further.

In addition, we incorporated whistleblowing information into Yinson's ABAC Online Training Module to raise awareness of the importance of whistleblowing and continued to disseminate memos on Whistleblowing to our third parties Group-wide. Other than that, we have placed whistleblowing posters in common areas in global offices where Yinson operates and carried out surveys to third parties on our ABMS and Whistleblowing effectiveness.

Corporate tax governance

Yinson balances corporate tax governance with its business activities as well as ethical, social and development-related expectations. Our approach in this area is based on a 'Compliance first' philosophy and includes considerations for tax management, governance, tax strategy and our relationship with tax authorities. Our Whistleblowing Policy & Procedure has mechanisms for reporting tax-related malpractices.

EMBRACING GOOD CORPORATE GOVERNANCE

Intellectual property

We are aware that Intellectual Property ("IP") is a valuable company asset. To enhance our IP management, we are developing a Group-wide IP Strategy and Management Plan which includes:

- Training and awareness initiatives.
- Identification, consolidation and review of all current and new IPs.
- Developing a management team to oversee IP matters.
- Establishing IP valuation and commercialisation strategies.

Personal data protection

As an international organisation, it is our duty to adhere to various legal regulations that govern the management and protection of personal data. We are committed to safeguarding the personal rights and privacy of all data entrusted to us to build trust in our relationships with our customers and stakeholders.

We have strict requirements in place for processing the personal data of employees and external parties. Our policy sets global standards in data protection and security to regulate the sharing of information with Yinson. Our employees are mandated to comply with the Data Privacy Policy and data protection laws.

In 2022, we initiated the following initiatives through the engagement of General Data Protection Regulations ("GDPR") external consultants:

- We are in the midst of conducting a full audit of the HR Function to ensure compliance. As of the time of reporting, the auditing exercise is ongoing.
- Developing a set of Standard Contractual Clauses (SSC) as a model data transfer mechanism to help controllers and processes legally support data transfers to third-party countries. This will enable us to transmit personal data independently between Yinson EU offices and non-EU offices within the Group.
- We recruited a GDPR manager to exclusively manage all GDPR initiatives, implementation and processes in the EU.

Going forward, we will include the revised structure and new privacy committee in our Group Policy, highlighting the various Data Protection Officers across the Group, to bolster the Group's privacy management function.

Disclosure standards

Yinson strives to adhere to the highest standards of corporate governance to provide disclosures that are clear, complete and accurate. Our Corporate Disclosure Policy & Procedure adopts the mandatory requirements set out in the Bursa Securities MMLR including recommendations from Bursa Securities' Corporate Disclosure Guide. Additionally, we are committed to establishing and maintaining communication channels to facilitate ongoing dialogues and to provide timely and accurate material information to our stakeholders via shareholder meetings, briefings, press releases, our corporate website, corporate emails and digital media.

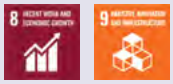
This Integrated Annual Report is a key disclosure document which adheres to frameworks, guidelines and standards which are specified in the 'Basis of this Report' section.

EMBRACING GOOD CORPORATE GOVERNANCE

MG4 SUSTAINABLE SUPPLY CHAIN MANAGEMENT

DEFINITION OF MATERIAL TOPIC
Improving our management of suppliers and contractors to ensure sustainability principles are maintained within the value chain.

IMPACTS



S1 S2 S5 S7 S9 S10

GS1 GS2 GS3 GS4 GS5 GS6

Why is this topic material to us?

Due to our long-term commitments in the countries where we operate, we strive to strengthen our supply chain to ensure the continuity of our business. The sustainability performance of our vendors and suppliers are an important criteria, as we firmly believe that this reflects their resilience during challenges. Enhancing the ESG understanding and capabilities within our supply chain improves business productivity and brings us closer to our sustainability goals. We strive to develop long-term relationships with vendors and suppliers who share our vision and approach towards sustainability.

Management approach

Yinson's supply chain

Our supply chain includes brokers, consultants, contractors, distributors, manufacturers and sub-contractors located across 23 countries. In the year under review, we engaged a total of 929 active suppliers.

In 2022, we continued to strengthen our internal ESG supply chain procedures which require suppliers and contractors to integrate ESG considerations into their business to cultivate a sustainable supply chain. These procedures also cover other aspects such as diversity, equality, child labour and forced labour. We also continued to ensure that suppliers and contractors comply with Yinson's health and safety guidelines through our VRP, further captured within vendor contracts as exhibits. In addition, we released our ESG Supply Chain Policy through our VRP for supplier compliance.

The following are significant events that affected Yinson's supply chain in the period under review:

- Maria Quitéria Project initiated on 7 February 2022.
- Atlanta Project start-up on 21 February 2022.
- FPSO Anna Nery arrived in Brazil on 28 September 2022.
- Signing of APA for FPSO Agogo on 2 December 2022.
- FPSO Adoon completed operations for YP on 11 January 2023.

Our vendor selection process

We make every effort to constantly engage with our supply chain and third parties to encourage the highest standard of compliance. Yinson's VRP is ISO 9001-qualified, which provides assurance for pre-qualification and vendor performance. Vendors who are keen to collaborate with us are required to submit their company details through the platform, which screens them and classifies them according to 'registered' or 'pre-qualified' categories. Vendors who are in the 'registered' category, are categorised as lower risk and go through a basic compliance checklist including acknowledgement of their compliance with Yinson's COBE and ABAC policies.

On the other hand, 'pre-qualified' vendors undergo a comprehensive screening that includes considerations for the vendor's HSEQ management and performance, adverse media reports, watchlists, government records, sanctions, financial management, sustainability compliance, ABAC compliance, insurance and ISO certifications. Pre-qualified vendors must also go through the VRP's ESG module, country-specific forms to registration sites (regulatory data), remote support question sets, clarifications on safety and compliance, insurance, ABAC and sustainability. The VRP undergoes a comprehensive internal and external audit process as well as a streamlined initiative to enhance supplier engagement and the onboarding approval process.

Apart from commercial considerations, ESG considerations are conducted as an aspect of the screening via the VRP, with criteria including third party sanctions, negative media monitoring, HSEQ risk assessments, employee training, adequacy of health and safety management systems, fair labour practices, safety culture and pollution prevention. The ESG module is benchmarked against global standards.

EMBRACING GOOD CORPORATE GOVERNANCE

In 2022, the ESG module was enhanced to include additional ESG question sets, benchmarked against global standards and methodologies, including GRI, ISO, VRF/SASB, SDG and CDP. This has helped to increase the level of ESG maturity across the YP supply chain for high-risk suppliers and contractors. These additional ESG questions were added to the VRP to enhance YP's understanding of where our suppliers are in ESG matters, which will enable us to meet our long-term ESG goals.

To improve awareness of Yinson's ABAC stance in its supply chain, annual awareness campaigns are held. Our compliance personnel will also engage with vendors who are flagged as having ABAC non-compliances through reconciliation exercises, to enable vendors to complete the assessment process. ESG-non compliances are flagged through the VRP system and followed up by our sustainability personnel, with engagements held to address the non-compliance.

Spending on local suppliers

Yinson engages local suppliers whenever possible for the provision of goods and services that are registered in the country where the asset is operating. This supports local economies and empowers the local communities while increasing the effectiveness and resilience of the supply chain and reducing transport-related carbon emissions. We believe this creates a more sustainable supply chain, ultimately creating a more conducive environment for businesses and communities to thrive.

	Local spending by purchase order (%)		Local spending by value (%)	
Asset, country	**Local**	**Non-local**	**Local**	**Non-local**
FPSO Abigail-Joseph, Nigeria	59.4	40.6	50.6	49.4
FPSO Adoon, Nigeria	73	27	67	33
FPSO Helang, Malaysia	90.1	9.9	85	15
FPSO JAK, Ghana	86.6	13.4	69.3	30.7

Note: Figures pertain to FPSO assets which Yinson operated during FYE 2023.

EMBRACING GOOD CORPORATE GOVERNANCE

MG5 CYBERSECURITY

DEFINITION OF MATERIAL TOPIC
Ensuring our digital systems and assets are safeguarded against external cyber threats.

IMPACTS

S1 S2 S3 S4 S5 S6 S7 S8 S9 S10

GS1 GS2 GS3 GS4 GS6

Why is this topic material to us?

Our ongoing efforts to enhance our systems and processes through digitalisation and technology have made us increasingly dependent on data. The data, which is stored and processed electronically, is proprietary and confidential and therefore warrants an urgent need for robust cybersecurity. A breach in the system may bring about severe consequences for the Company, including financial losses, loss of confidential information, decreased competitiveness, disruptions to our business operations and reputational damage.

Management approach

Group Cybersecurity Roadmap

In 2022, Yinson's Cyber Risk Management Roadmap was renamed Group Cybersecurity Roadmap and incorporated into the Group Strategic IT Roadmap.

Digital transformation can introduce new cyber risks, making cybersecurity an essential consideration in the roadmap's development. The roadmap was developed based on a comprehensive risk assessment with stakeholders across the business. Once the risks were identified, they were prioritised based on the likelihood of occurrence and potential impact. This helps to ensure that the most critical risks are addressed first. Subsequently, strategies and implementation plans were developed based on best practices, industry standards and regulatory requirements. The roadmap includes several initiatives to bolster the Group's cybersecurity system, including training our people, updating our processes and adopting relevant technologies.

Managing the cybersecurity of our offshore assets is an ongoing effort, executed through internal training, process improvements and the adoption of applicable technologies. As the cybersecurity and data landscape evolves, we will continue to actively identify more measures we can take to strengthen our cybersecurity posture.

The Group Cybersecurity Roadmap encompasses both IT and Operational Technology and was expanded in 2022 as per the framework of the National Institute of Standards and Technology (NIST). The Group successfully deployed tools to prevent and suppress cyber threats arising in the year. We also provided annual training and awareness campaigns Group-wide to embed consistent cybersecurity practices among employees.

Information Security Policy & Procedure

Yinson's Information Security Policy & Procedure outlines how our information is protected against inappropriate disclosure, ensuring that the data is accurate, timely and only accessible to authorised persons.

The Information Security Policy & Procedure was developed and is periodically updated in alignment with Yinson's Data Privacy Policy which ensures that complementing provisions for data privacy are included. There are also other related policies such as the COBE Policy which address specific areas of information security. Further, the policy outlines a data breach reporting mechanism and response plan.

We conduct Information Security training to raise awareness amongst our employees, contractors and third parties on Yinson's information security policies, as well as departmental and local information security responsibilities.

The Group takes active measures to evaluate its management of cybersecurity. Yinson's IT team conducts yearly strategic alignment touchpoints with stakeholders, followed by monthly stakeholder meetings to facilitate Demand Management. The Group Chief Information Officer ("Group CIO") attends monthly meetings with CEOs of business units to report on deliverables and to ensure that Yinson's business needs are constantly aligned with IT projects.

EMBRACING GOOD CORPORATE GOVERNANCE

MG6 DIGITALISATION

DEFINITION OF MATERIAL TOPIC
Integrating digital solutions into business processes and operations to optimise business growth in line with technology.

IMPACTS

S1 S2 S3 S4 S6 S7 S9 S10

GS1 GS2 GS3 GS4 GS5 GS6

Why is this topic material to us?

The rapid advancement of technology is a major driving force in today's business landscape. To maintain our position as leaders in our industry, we must leverage on emerging technologies and innovative digital tools to facilitate growth across our business units. Our investment decisions are guided by careful strategies that consider how technology impacts our productivity, asset lifecycles, potential scale-up and long-term business sustainability. With digital technologies and solutions, we can increase process efficiencies, reduce human errors and have better control over our business operations.

Management approach

Group Strategic IT Roadmap

Yinson developed its Group Strategic IT Roadmap which aligns with Group-wide IT project goals in three key business objectives:

- Running operations
- Support growth projects
- Digital transformation and innovation

The roadmap was established after in-depth engagements were held across all business units and functions. These sessions focused on developing continuous partnerships and strengthening the business, to ensure that contributions by the global IT team would add value to the business.

Digitalisation efforts encompass all business units and functions within the Group, which are centrally supported by the global IT team. The team is led by the Group CIO who oversees various IT group functions that are undertaken by dedicated teams across our various offices.

Our digitalisation initiatives are executed through six core IT Group Functions supported by the business unit IT operations teams:

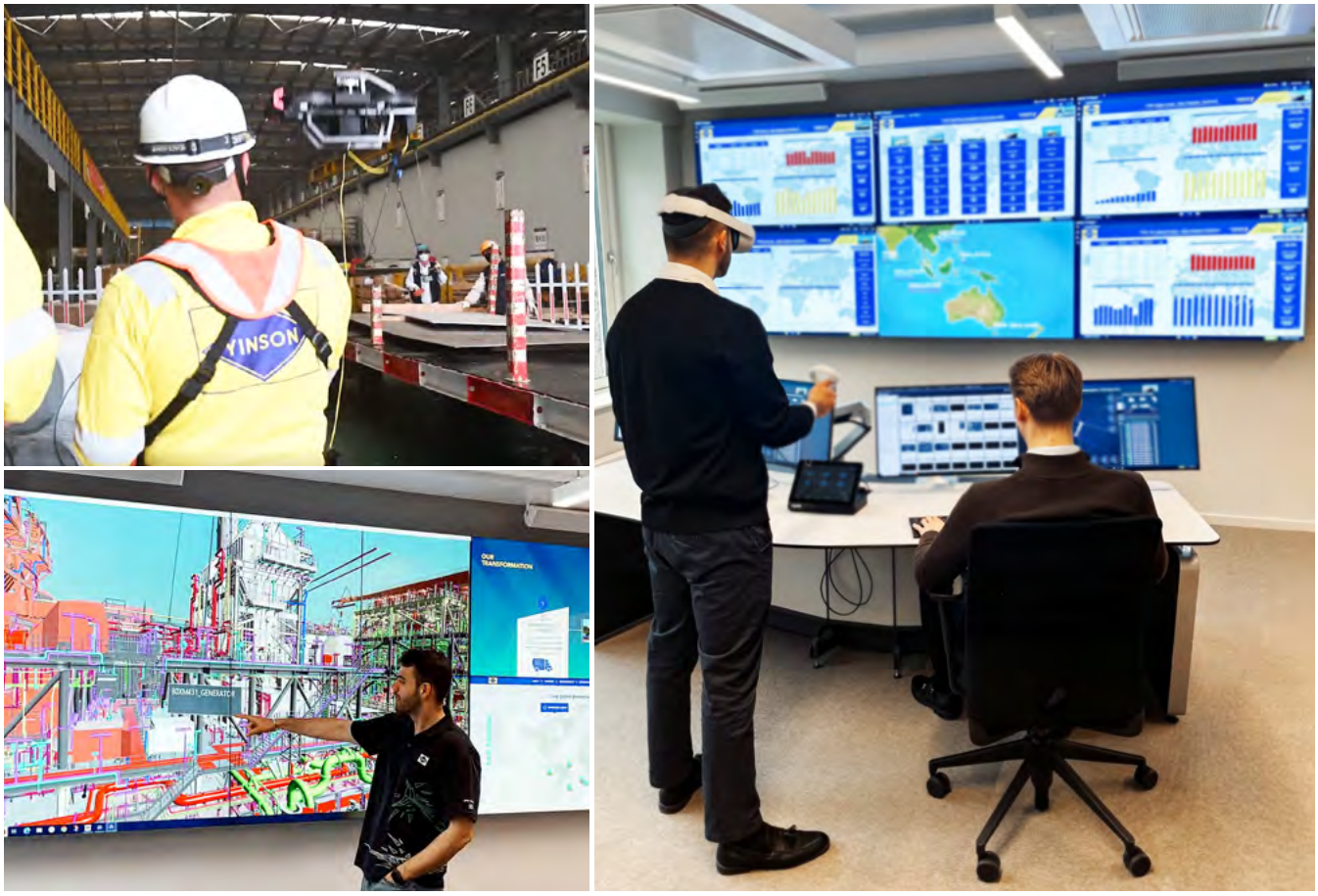
- Strategic IT Delivery
- IT Governance and Global IT Operations
- Enterprise/Hybrid Infrastructure and Network
- Corporate IT
- Information Technology/Operational Technology Security
- Data and Analytics

In 2022, Yinson improved its business processes via digitalisation across its business units and functions with the support of the global IT team. Below are some of the initiatives conducted during the year:

- Implemented Connectivity Solution and Interest Enhancement Facility. These corporate treasury solutions helped to enhance the Group's financial governance, improve decision-making processes and boost connectivity between the various offices and our stakeholders.
- Made progress on ESG and supplier compliance through the upgrading of our VRP to ensure suppliers adhere to global compliance standards.
- Implemented the remaining modules in our Global HRIS.
- Advanced our digital twin initiative towards the realisation of fully automated FPSO solutions.
- Improved digitalised processes like automating the user review process for our internal file systems and global travel request approvals.
- Engaged an experienced Group CIO and allocated more resources to enable the IT team to fulfil their duties.

Our IT team conducts yearly strategic alignment touchpoints with business stakeholders and monthly stakeholder meetings to facilitate Demand Management of the IT team's projects. The Group CIO also attends monthly meetings with business unit CEOs to inform them of the progress of deliverables and to ensure that Yinson's business needs are in line with its IT projects.

EMBRACING GOOD CORPORATE GOVERNANCE



Yinson Production's digital transformation journey

YP continued its digitalisation journey, aligning business units' strategic goals to invest in asset lifecycle management through a dedicated digitalisation strategy. The following highlights some of the initiatives executed in 2022 to enable digital technology to empower our human capital:

- On 7 December 2022, YP entered into an MoU with AVEVA, a global leader in industrial software to drive digital transformation and sustainability. The agreement was initiated to strengthen existing relationships with companies and support YP in the development of fully autonomous and sustainable FPSO solutions.
- On 10 January 2023, we started our first pilot project with AVEVA to create sustainable and autonomous FPSO solutions. Known as Project POLARIS, the project involves a scalable enterprise system integration enabling asset strategy optimisation, predictive maintenance, automated Life Cycle Costing (LCC) and a Unified Operations Centre (UOC) for visualisation and human interaction for data-driven decision-making. This will improve our existing engineering tools and enhance data-driven decision-making across the asset lifecycle.
- During the year under review, other pilot projects to enable technologies such as additive manufacturing to bolster a sustainable and efficient supply chain, and the use of robotics such as drones and ROVs were further enhanced.
- Currently, we are looking into developing integrated cloud-based platforms for digital warehousing, remote inspections and analytics. These are part of POLARIS' solutions to reduce human risk, carbon footprint and costs.

GOVERNANCE

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165 Statement on Directors' Responsibility

Nur Batrisyia Binti Mohd Sofian, Age 14

BOARD OF DIRECTORS

MR LIM HAN WENG

Group Executive Chairman
Non-Independent Executive Director
Age 71 | Malaysian | Male

DATE OF APPOINTMENT
- Founder/First Director/Executive Director – 9 March 1993
- Group Executive Chairman – 28 September 2009

TOTAL BOARD MEETINGS ATTENDED
- 6 out of 6

BOARD COMMITTEE MEMBERSHIPS
- Member of Employees' Share Scheme Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Higher School Certificate, Malaysia.
- Embarked into the transport and trading business in 1984 with the founding of Yinson Transport (M) Sdn Bhd.
- The main driving force behind the formulation and implementation of Yinson's corporate and business strategies until the baton of managing the day-to-day work of Yinson was handed over to Mr Lim Chern Yuan in 2014.
- Oversees Yinson's direction and overall performance.
- The largest shareholder in Yinson.

FAMILY RELATIONSHIPS
Spouse of Mdm Bah Kim Lian, brother of Mr Lim Han Joeh, and father of Mr Lim Chern Yuan and Mr Lim Chern Wooi.

MR LIM CHERN YUAN

Group Chief Executive Officer
Non-Independent Executive Director
Age 38 | Malaysian | Male

DATE OF APPOINTMENT
- Executive Director – 28 September 2009
- Group Chief Executive Officer – 3 January 2014

TOTAL BOARD MEETINGS ATTENDED
- 6 out of 6

BOARD COMMITTEE MEMBERSHIPS
- Member of Board Risk & Sustainability Committee
- Member of Employees' Share Scheme Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Bachelor of Commerce (Finance major), University of Melbourne, Australia.
- Joined Yinson in 2005 and promoted to Senior General Manager and Executive Director in 2007 and 2009, respectively.
- Appointed as Group Chief Executive Officer in 2014.
- Oversees the overall performance of Yinson and holds a key role in conceptualising, communicating and executing its short to long-term business strategies.
- Under his leadership, Yinson's market capitalisation grew by more than 120 times since 2011 and also established as one of the largest FPSO contractors globally.
- Instrumental in driving Yinson's direction to embrace the energy transition, including its expansion into renewables and green technologies as well as its positioning as a sustainability leader in the industry.
- An experienced, active and highly respected business leader who is ESG-driven in the energy infrastructure and technology space.
- Board member and former mentor at Endeavor Malaysia.
- Member of the CEO Action Network (CAN).
- Recipient of Best CEO Award from Institutional Investor for three consecutive years since 2020.
- Inducted as member of the ASEAN Business Advisory Council (ASEAN-BAC) in February 2023.

FAMILY RELATIONSHIPS
Son of Mr Lim Han Weng and Mdm Bah Kim Lian, and brother of Mr Lim Chern Wooi.

BOARD OF DIRECTORS

DATO' (DR.) WEE HOE SOON @ GOOI HOE SOON

Senior Independent Non-Executive Director
Age 62 | Malaysian | Male

DATE OF APPOINTMENT
- Independent Non-Executive Director – 11 August 2016

TOTAL BOARD MEETINGS ATTENDED
- 6 out of 6

BOARD COMMITTEE MEMBERSHIPS
- Chairman of Audit Committee
- Chairman of Employees' Share Scheme Committee
- Member of Board Risk & Sustainability Committee
- Member of Nominating & Remuneration Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Red Ideas Holdings Berhad
- Perusahaan Sadur Timah Malaysia (Perstima) Berhad
- Hong Leong Foundation
- AIA Bhd

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Member, Malaysian Institute of Certified Public Accountants.
- Member, Malaysian Institute of Accountants.
- Chief Executive Officer, Avenue Securities Sdn Bhd (2000 – 2004).
- Deputy Chairman/Group Managing Director, Avenue Capital Resources Berhad (2000 – 2004).
- Executive Director - Dealing, Avenue Securities Sdn Bhd (2004 – 2006).
- Chairman, EON Bank Bhd (2010 – 2011).
- Director, Bank Negara Malaysia (2018 – 2019).
- Board Member, Securities Commission Malaysia (2019 – present).
- Member, Investment Panel, EPF (2021 – present).
- Independent Director, AIA Bhd (2023 – present).

MDM BAH KIM LIAN

Non-Independent Executive Director
Age 70 | Malaysian | Female

DATE OF APPOINTMENT
- Founder/First Director/Executive Director – 9 March 1993

TOTAL BOARD MEETINGS ATTENDED
- 6 out of 6

BOARD COMMITTEE MEMBERSHIPS
- Nil

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Lower Certificate of Education, Malaysia.
- Assists Mr Lim Han Weng, the Group Executive Chairman, in the general administration of the Group's operations.
- Maintains a close relationship with Yinson's clients and affiliates.
- Supports the Group Executive Chairman in overseeing Yinson's direction and overall performance.
- Provides valuable insights from her years of experience serving Yinson Group.
- Sits on the board of several subsidiaries of Yinson Group.

FAMILY RELATIONSHIPS
Spouse of Mr Lim Han Weng, sister-in-law of Mr Lim Han Joeh, and mother of Mr Lim Chern Yuan and Mr Lim Chern Wooi.

BOARD OF DIRECTORS

DATO' MOHAMAD NASIR BIN AB LATIF

Independent Non-Executive Director
Age 64 | Malaysian | Male

DATE OF APPOINTMENT
- Non-Independent Non-Executive Director – 11 August 2016
- Independent Non-Executive Director – 1 January 2020

TOTAL BOARD MEETINGS ATTENDED
- 6 out of 6

BOARD COMMITTEE MEMBERSHIPS
- Chairman of Board Risk & Sustainability Committee
- Member of Audit Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- PLUS Malaysia Berhad
- Malaysian Resources Corporation Berhad
- United Plantations Berhad
- RHB Bank Berhad
- RHB Islamic Bank Berhad

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Bachelor of Social Science, Universiti Sains Malaysia, Malaysia.
- Certified Diploma in Accounting and Finance, Association of Chartered Certified Accountants (ACCA).
- Master of Science in Investment Analysis, University of Stirling, United Kingdom.
- Inspector, EPF (1982 – 1990).
- State Enforcement Officer, EPF (1990 – 1995).
- Senior Research Officer, Manager and Senior Manager, Investment and Economics Research Department, EPF (1995 – 2003).
- General Manager, International Equity Investment Department, EPF (2009 – 2013).
- Former Deputy Chief Executive Officer (Investment), EPF (2013 – 2019).
- Chairman, Investment Panel, Kumpulan Wang Persaraan (Diperbadankan) (2021 – present).

DATUK ABDULLAH BIN KARIM

Independent Non-Executive Director
Age 70 | Malaysian | Male

DATE OF APPOINTMENT
- Independent Non-Executive Director – 16 October 2018

TOTAL BOARD MEETINGS ATTENDED
- 5 out of 6

BOARD COMMITTEE MEMBERSHIPS
- Member of Nominating & Remuneration Committee
- Member of Audit Committee
- Member of Board Risk & Sustainability Committee
- Member of Employees' Share Scheme Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Icon Offshore Berhad
- Uzma Berhad
- Ranhill Utilities Berhad

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Bachelor in Mechanical Engineering, University of Western Australia, Australia.
- Trainee Engineer, PETRONAS (1977 – 1978).
- Engineer, PETRONAS (1978 – 1981).
- Project Engineer/Project Manager, PETRONAS Carigali Sdn Bhd ("PETRONAS Carigali") (1981 – 1991).
- General Manager, Development Division, PETRONAS Carigali (1991 – 1995).
- Managing Director/CEO, OGP Technical Services Sdn Bhd (1995 – 1999).
- Managing Director/CEO, Malaysia LNG Group of Companies (1999 – 2004).
- Vice President, Exploration & Production Business, PETRONAS (2004 – 2007).
- Managing Director/CEO, PETRONAS Carigali (2007 – 2010).
- President/CEO, PETRONAS Carigali (2010 – 2012).
- Vice President & Venture Director, Domestic LNG Projects (2012 – 2016).

BOARD OF DIRECTORS

PUAN FARIZA BINTI ALI @ TAIB

Non-Independent Non-Executive Director
Age 44 | Malaysian | Female

DATE OF APPOINTMENT
- Non-Independent Non-Executive Director – 31 May 2023

TOTAL BOARD MEETINGS ATTENDED
- 0 out of 0

BOARD COMMITTEE MEMBERSHIPS
- Nil

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Iskandar Investment Berhad

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Bachelor in Finance, International Islamic University, Malaysia.
- Masters in Islamic Banking, International Islamic University, Malaysia.
- Senior Dealer, Maybank (2010 – 2011).
- Head of Sukuk & Local Currency Investment, Asian Islamic Investment Management (2011 – 2014).
- Section Head, Capital Market Department, EPF (2014 – 2019).
- Head, External Fund Managers Department, EPF (2019 – 2022).
- Head, Real Estate Investment Market Department, EPF (2022 – present).

RAJA DATUK ZAHARATON BINTI RAJA ZAINAL ABIDIN

Independent Non-Executive Director
Age 74 | Malaysian | Female

DATE OF APPOINTMENT
- Independent Non-Executive Director – 11 August 2016

TOTAL BOARD MEETINGS ATTENDED
- 6 out of 6

BOARD COMMITTEE MEMBERSHIPS
- Chairman of Nominating & Remuneration Committee
- Member of Audit Committee
- Member of Board Risk & Sustainability Committee
- Member of Employees' Share Scheme Committee

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Taliworks Corporation Berhad

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Bachelor of Economics, University of Malaya, Malaysia.
- Master of Economics, University of Leuven, Belgium.
- Served the Government of Malaysia in various capacities for 34 years, principally in the capacity of policy analysis and financial evaluation (1971 – 2005).
- Director General, Economic Planning Unit (EPU), Prime Minister's Department (2004 – 2005).
- Director, Kumpulan RZA Sdn Bhd and its subsidiary Raza Sdn Bhd (family-owned company) (2005 – present).
- Chairman, Areca Capital Sdn Bhd (2018 – present).

BOARD OF DIRECTORS

PUAN SHARIFAH MUNIRA BT. SYED ZAID ALBAR

Independent Non-Executive Director
Age 44 | Malaysian | Female

DATE OF APPOINTMENT
- Independent Non-Executive Director – 1 January 2020

TOTAL BOARD MEETINGS ATTENDED
- 6 out of 6

BOARD COMMITTEE MEMBERSHIPS
- Nil

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- International Baccalaureate, Presbyterian Ladies' College, Melbourne, Australia.
- Bachelor of Laws, Deakin University, Melbourne, Australia.
- Executive, Legal and Compliance Department, Astro Radio Sdn Bhd (2005 – 2008).
- Manager, Legal and Compliance Department, Astro Radio Sdn Bhd (2008 – 2011).
- Senior Legal Counsel, Usaha Tegas Sdn Bhd (2011 – 2017).
- General Manager, Corporate Finance & Strategy, Malaysian Resources Corporation Berhad (2017 – 2018).
- Ordinary Member, Institute of Corporate Directors Malaysia.

MR LIM HAN JOEH

Non-Independent Non-Executive Director
Age 64 | Malaysian | Male

DATE OF APPOINTMENT
- Executive Director – 30 January 1996
- Non-Independent Non-Executive Director – 11 August 2016

TOTAL BOARD MEETINGS ATTENDED
- 6 out of 6

BOARD COMMITTEE MEMBERSHIPS
- Nil

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Bachelor of Civil Engineering, Monash University, Melbourne, Australia.
- Operations Manager, Yinson Transport (M) Sdn Bhd (1984 – 1986).
- Executive Director, Yinson Corporation Sdn Bhd (1986 – present).
- Executive Director, Yinson Holdings Berhad (1996 – 2016).

FAMILY RELATIONSHIPS
Brother of Mr Lim Han Weng, and brother-in-law of Mdm Bah Kim Lian.

BOARD OF DIRECTORS

MR GREGORY LEE

Independent Non-Executive Director
Age 60 | American | Male

DATE OF APPOINTMENT
- Independent Non-Executive Director – 1 October 2021

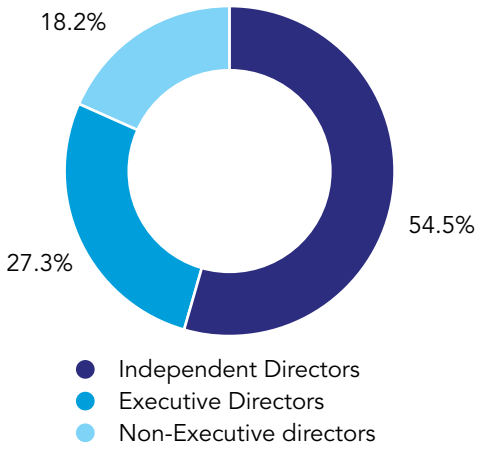
TOTAL BOARD MEETINGS ATTENDED
- 6 out of 6

BOARD COMMITTEE MEMBERSHIPS
- Nil

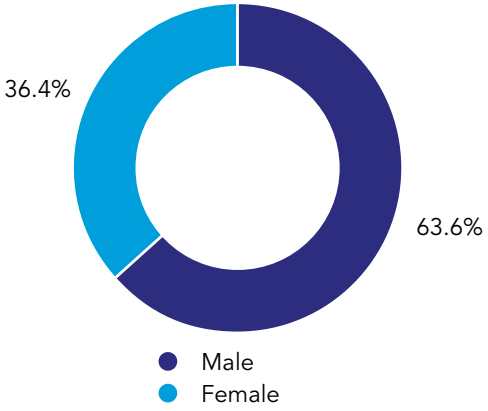
OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Bachelor of General Biology, University of California, San Diego.
- Senior Vice President, Kellogg Company (1993 – 1999).
- Executive Vice President, Johnson & Johnson (1999 – 2004).
- Global Chief Marketing Officer, Samsung Electronics (2004 – 2010).
- President and CEO, Samsung Asia (2010 – 2013).
- Board Member, Singapore Economic Development Board (2013 – 2015).
- President and CEO, Samsung Mobile and Samsung Electronics North America (2013 – 2017).
- Global President, Nokia Technologies (2017 – 2018).
- Global CEO, Bower & Wilkins (2018 – 2020).
- Founder and Director, 1DERLIFE Investment Management (2019 – present).
- Founder and Managing Partner, 1DERLIFE Growth Partners Pte Ltd (2021 – present).
- Director, 1Derfood Technology Pte Ltd (2021 – present).

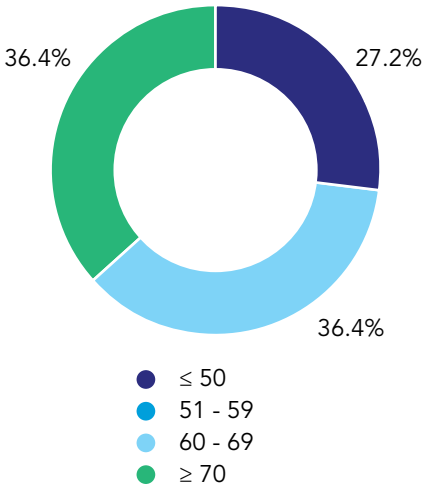
BOARD COMPOSITION



GENDER DIVERSITY



AGE DIVERSITY



Save as disclosed, the Directors have no family relationship with any Director and/or major shareholder of the Company, have no conflict of interest with the Company and have not been convicted of any offence other than traffic offences within the past five years or at all.

Note: Age of Directors are counted based on date of birth.

SENIOR MANAGEMENT

MR LIM CHERN YUAN

Group Chief Executive Officer
Age 38 | Malaysian | Male

DATE OF APPOINTMENT
- 3 January 2014

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Bachelor of Commerce (Finance major), University of Melbourne, Australia.
- Joined Yinson in 2005 and promoted to Senior General Manager and Executive Director in 2007 and 2009, respectively.
- Appointed as Group Chief Executive Officer in 2014.
- Oversees the overall performance of Yinson and holds a key role in conceptualising, communicating and executing its short to long-term business strategies.
- Under his leadership, Yinson's market capitalisation grew by more than 120 times since 2011 and also established as one of the largest FPSO contractors globally.
- Instrumental in driving Yinson's direction to embrace the energy transition, including its expansion into renewables and green technologies as well as its positioning as a sustainability leader in the industry.
- An experienced, active and highly respected business leader who is ESG-driven in the energy infrastructure and technology space.
- Board member and former mentor at Endeavor Malaysia.
- Member of the CEO Action Network (CAN).
- Recipient of Best CEO Award from Institutional Investor for three consecutive years since 2020.
- Inducted as member of the ASEAN Business Advisory Council (ASEAN-BAC) in February 2023.

FAMILY RELATIONSHIPS
Son of Mr Lim Han Weng and Mdm Bah Kim Lian, and brother of Mr Lim Chern Wooi.

MR GUILLAUME FRANÇOIS JEST

Group Chief Financial Officer
Age 59 | French | Male

DATE OF APPOINTMENT
- 1 December 2020

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- General Management Program, Harvard Business School.
- Master of International Management, Ecole Superieure de Commerce de Paris, France.
- Over 26 years of finance leadership experience, with a strong record of building tax, treasury and financial reporting teams through periods of change in multicultural environments.
- International Financial Controller, Latin America, South Europe & Asia regions, Laboratoires Servier, Paris (1994 – 2000).
- Controller China, Nestlé Waters China, Shanghai (2001 – 2004).
- Controller Indonesia and Executive Committee Member, Nestlé Waters Indonesia, Jakarta (2004 – 2007).
- Director, Asia & Europe, Koch Audit and Advisory, Singapore (2008 – 2017).
- Finance Director & Executive Committee Member, Guardian Industries Africa, Middle East, India and Asia, in Bahrain (subsidiaries of Koch Industries) (2017 – 2020).
- Group Chief Financial Officer, Yinson (2020 – present).

SENIOR MANAGEMENT

MR CHAI JIA JUN

Group Chief Strategy Officer
Age 42 | Malaysian | Male

DATE OF APPOINTMENT

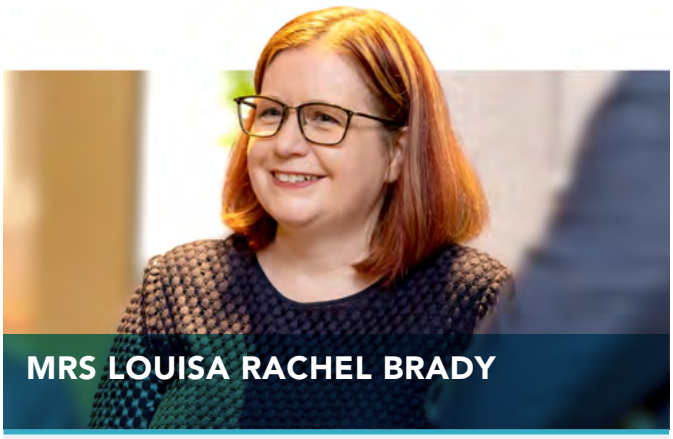
- 1 March 2023

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Bachelor of Commerce (Corporate Finance), University of Adelaide, Australia (December 2001).
- Started career as Research Analyst in an online equity research portal and worked as Analyst at Hong Leong Asset Management Sdn Bhd.
- Joined a boutique corporate finance firm advising private equity and IPO transactions in Malaysia.
- Founded a manufacturing business in Vietnam which was subsequently sold to a UK PLC.
- Joined Yinson in 2015 as Director of CEO Office and Head of Investor Relations, with involvement in group equity capital market transactions and partnerships.
- Group committee roles: Chairman of Corporate Social Responsibility Committee and member of Management Committee and ESG Taskforce.
- Holds board positions in various Yinson's subsidiaries.



MRS LOUISA RACHEL BRADY

Group Chief Human Resources Officer
Age 51 | British | Female

DATE OF APPOINTMENT

- 6 April 2020

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS

- Diploma, Business & Finance, West Herts College, United Kingdom.
- Chartered Member, Institute of Personnel and Development, United Kingdom.
- Over 25 years of HR leadership experience across global FTSE 100 FMCG and Defence industries.
- HR professional, Unilever (1990 – 2005).
- Various Heads of HR in the Air Sector and Applied Intelligences businesses, BAE Systems PLC (2005 – 2020).
- Seconded to Malaysia to establish an Engineering Delivery Centre, leading a global HR team across Australia, Asia and Europe, BAE Systems Applied Intelligence Ltd (2013 – 2017).
- Group Head of Strategic Workforce Planning, BAE Systems PLC (2019 – 2020).
- Group Human Resources Director, Yinson (2020 – 2023).
- Group Chief Human Resources Officer, Yinson (2023 – present).

SENIOR MANAGEMENT

MR ANDREW CHOY WEI NUNG

Group General Counsel
Age 58 | Singaporean | Male

DATE OF APPOINTMENT
- 1 February 2014

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Member, Honourable Society of Gray's Inn, London, United Kingdom.
- Barrister-at Law, England and Wales.
- Advocate & Solicitor, Singapore.
- Arbitrator, Chartered Institute of Arbitrators.
- Certified Auditor, Quality Management System (ISO 9001:2008), International Safety Management (ISM), and International Ship and Port Facility Security (ISPS).
- Certified Practitioner, Personal Data Protection (Singapore).
- Experienced in legal practice in the upstream oil & gas industry, with a firm grounding in commercial and corporate work.
- Head of Legal, Yinson Offshore Production Division (2014 – 2018).
- Honorary Consul of the Republic of Ghana, Singapore (2018 – present).
- Committee Member, Skuld (2018 – present).
- General Counsel, Group Legal, Yinson (2018 – 2022).
- Group General Counsel, Yinson (2022 – present).

DATO' MOHAMED SABRI BIN MOHAMED ZAIN

Chief Executive Officer, Yinson Energy
Age 66 | Malaysian | Male

DATE OF APPOINTMENT
- 16 May 2014

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Bachelor of Science, Petroleum Engineering, University of Wyoming, United States of America (1978).
- INSEAD Senior Management Development Programme (1998).
- Over 44 years of experience in the international oil & gas industry.
- Started his career with PETRONAS in 1978.
- Head, Petroleum Engineering, Peninsular Malaysia Operations, PETRONAS Carigali (1991 – 1994).
- General Manager, Vietnam Operations, PETRONAS Carigali (1996 – 2000).
- General Manager, Development Division, PETRONAS Carigali (2000 – 2005).
- General Manager, International Operations, PETRONAS Carigali (2005 – 2008).
- President, White Nile Petroleum Operating Company, Sudan (2008 – 2010).
- Vice President of Offshore Business Unit, MISC Berhad (2010 – 2012).
- President, GOM Resources Sdn Bhd/Puncak Oil & Gas Sdn Bhd (2013 – 2014).
- Chief Executive Officer, Yinson Energy (2014 – present).

SENIOR MANAGEMENT

MR FLEMMING GRØNNEGAARD

Chief Executive Officer, Yinson Production
Age 53 | Danish | Male

DATE OF APPOINTMENT
- 7 April 2015

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Master of Engineering, Danish Technical University, Denmark.
- Worked in the offshore oil/shipping industry since 2001.
- Project Engineer, Maersk Ship Design (2001 – 2007).
- Director, Crane and Engineering Services, APM Terminals (2007 – 2009).
- Group Technical Director, Svitzer (A.P. Moller Maersk) (2009 – 2011).
- Vice President, Operations, Teekay Petrojarl (2011 – 2015).
- Chief Operations Officer, Yinson Offshore Production (2015 – 2020).
- Chief Executive Officer, Yinson Production (2020 – present).

MR DAVID CHARLES BRUNT

Chief Executive Officer, Yinson Renewables
Age 60 | British | Male

DATE OF APPOINTMENT
- 1 October 2019

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Master of Chemical Engineering, University of Cambridge, United Kingdom.
- Master of Arts (Engineering), University of Cambridge, United Kingdom.
- Over 37 years of experience within the energy industry.
- Offshore oil & gas industry from 1985 until 2013.
- Renewables industry from 2013 until present.
- Started his career with ConocoPhilips and held a variety of international positions in operations, technology and major projects (1985 – 1997).
- Manager Development Projects, Petroleum Geo-Services (1997 – 2001).
- Managing Director, Deepwater Composites (2001 – 2005).
- Senior Project Manager, Aker Kvaerner Subsea (2005 – 2008).
- Vice President, Business Development and Contracts, Fred. Olsen Production ASA (2008 – 2013).
- Chief Executive Officer, Fred. Olsen Renewables AS (2013 – 2019).
- Chief Executive Officer, Yinson Renewables (2019 – present).

SENIOR MANAGEMENT

MR EIRIK ARNE WOLD BARCLAY

Chief Executive Officer, Yinson GreenTech
Age 51 | Norwegian | Male

DATE OF APPOINTMENT
- 3 January 2014

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Master of Engineering, Norwegian University of Science & Technology, Norway.
- Master in Energy Management ESCP/IFP Paris and BI (Oslo).
- Worked in the offshore oil industry since 1999.
- Senior Field Engineer, Schlumberger Oilfield Services (1998 – 2002).
- Business Development Manager, Aker Kvaerner Process Systems (2002 – 2005).
- Vice President, Business Development, BW Offshore (2005 – 2008).
- Chief Executive Officer, Songa Floating Production (2008 – 2011).
- Chief Executive Officer, Fred. Olsen Production ASA (2012 – 2013).
- Chief Executive Officer, Yinson Offshore Production (2014 – 2020).
- Group Executive Vice President, New Ventures and Technology, Yinson (2020 – 2023).
- Chief Executive Officer, Yinson GreenTech (2023 – present).

MR DANIEL BONG MING ENN

Chief Executive Officer, Farosson
Age 41 | Singaporean | Male

DATE OF APPOINTMENT
- Group Chief Strategy Officer & Head of Group Corporate Advisory – 3 January 2014
- Chief Executive Officer, Farosson – 1 March 2023

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Master of Science with Distinction, Accounting and Financial Management, University of Gloucestershire.
- Master of Business Administration, LSE, NYU Stern, HEC Paris, graduating class of 2023.
- Bachelor Degree in Commerce, Financial Accounting with Distinction and Book Prize, Tunku Abdul Rahman University of Management and Technology.
- Alumni of INSEAD Advanced Management Programme (2021).
- Executive Certificates, Strategy and Innovation, Technology and Operations, Management and Leadership, MIT Sloan School of Management.
- Fellow, Association of Chartered Certified Accountants (ACCA), Gold Medalist, 2003.
- Chartered Accountant, Institute of Singapore Chartered Accountants.
- Chartered Accountant, Malaysian Institute of Accountants.
- Started career in international audit and advisory firms, and moved on to a real estate investment fund managing investments.
- General Manager, Corporate Finance and Strategy Development, Yinson (2011 – 2013).
- Group Chief Strategy Officer & Head of Group Corporate Advisory, Yinson (2014 – 2022).
- Chief Executive Officer of Farosson (2023 – present), pioneering advisory, investment and asset management business.
- Instrumental to Yinson's growth, particularly in driving the transition from a logistics and trading company to the current global energy infrastructure, renewables and technology company.
- Proven expertise in corporate development, including equity and debt fund raising, investments, merger and acquisitions, business and financing partnerships, strategy development, corporate legal, governance, risk management and compliance, sustainability, corporate communications, tax, treasury and finance.

SENIOR MANAGEMENT

MR LIM CHERN WOOI

Chief Executive Officer, Regulus Offshore
Age 37 | Malaysian | Male

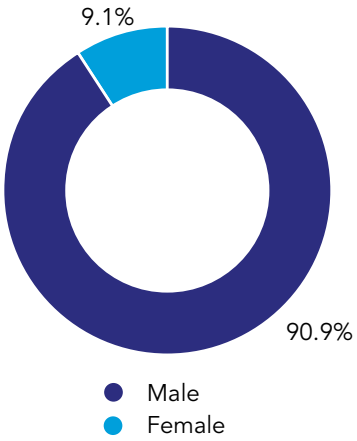
DATE OF APPOINTMENT
- 3 January 2014

OTHER DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS
- Nil

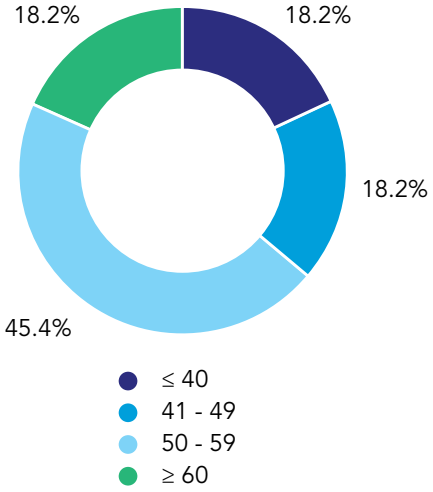
QUALIFICATIONS AND EXPERIENCE HIGHLIGHTS
- Bachelor of Applied Science, RMIT University, Melbourne, Australia.
- Master in Business Administration, RMIT University, Melbourne, Australia.
- Certified Auditor, Quality Management System (ISO 9001:2008).
- Certified Auditor, Environmental Management System (ISO 14001:2004).
- Certified Auditor, Occupational Health and Safety Management System (OHSAS 18001:2007).
- Certified Auditor, International Safety Management (ISM).
- Certified Auditor, International Ship and Port Facility Security (ISPS).
- Business Development Executive, Yinson (2008 – 2014).
- Chief Executive Officer, Regulus Offshore (2014 – present).
- Oversees the operation and business of Regulus Offshore Division including Offshore Support Vessels, tugs and barges.

FAMILY RELATIONSHIPS
Son of Mr Lim Han Weng and Mdm Bah Kim Lian, and brother of Mr Lim Chern Yuan.

GENDER DIVERSITY



AGE DIVERSITY



NATIONALITIES

Malaysian (4)

Singaporean (2)

British (2)

French (1)

Danish (1)

Norwegian (1)

Save as disclosed, the Senior Management have no family relationship with any Director and/or major shareholder of the Company, have no conflict of interest with the Company and have not been convicted of any offence other than traffic offences within the past five years or at all.

Note: Age of Senior Management are counted based on date of birth.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

GOVERNANCE AT A GLANCE

The Group is committed to upholding the highest standards of corporate governance, and as such, adheres to the Principles and Intended Outcomes of the Malaysian Code on Corporate Governance 2021 ("MCCG 2021") consistently. In line with this commitment, the Governance section of this Report has been structured to reflect the principles outlined in the MCCG 2021.

This Corporate Governance Overview Statement should be read in conjunction with the Corporate Governance Report 2023 which is available on our corporate website at www.yinson.com, for a full understanding of our approach to corporate governance.

For the financial year ended 31 January 2023, the Board is pleased to report that it has fully complied with the provisions of the MCCG 2021, except as disclosed.

PRINCIPLES OF THE MCCG 2021

A BOARD LEADERSHIP AND EFFECTIVENESS page 139

B EFFECTIVE AUDIT AND RISK MANAGEMENT page 146

C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS page 147

Governance resources

The following documents referred to within this Statement are found on our Company's website at www.yinson.com.

- Corporate Governance Report
- Board Charter
- Terms of References for Board Committees
- Nominating Policy & Procedure
- Remuneration Policy & Procedure
- Directors' Fit & Proper Policy
- Code of Conduct and Business Ethics ("COBE") Policy & Procedure
- Anti-Bribery and Anti-Corruption ("ABAC") Policy & Procedure
- Whistleblowing Policy and Procedure
- Diversity, Equality and Inclusion Policy & Procedure
- External Auditor Policy & Procedure
- Stakeholder Communication Policy & Procedure
- Corporate Disclosure Policy & Procedure
- Minutes of General Meeting including Question and Answer session

CORPORATE GOVERNANCE OVERVIEW STATEMENT

A BOARD LEADERSHIP AND EFFECTIVENESS

OUR GOVERNANCE FRAMEWORK

Board of Directors

- Review and adopt strategic plans developed by Management, ensuring that business sustainability, including environmental, economic, social and governance aspects, is safeguarded.
- Ensure the Group's businesses are managed properly, including monitoring of Management's performance.
- Identify the Group's key risk factors and ensure appropriate internal controls and mitigating measures are implemented to manage such risks.
- Ensure strong Board and Senior Management appointments and that a robust succession plan is in place.
- Oversee the development and implementation of an Investor Relations Programme or Stakeholder Communication Policy.
- Ensure the adequacy and integrity of the Group's management information and internal control systems.
- Ensure the integrity of the Group's financial and non-financial reporting.

Audit Committee ("AC")

- Oversee the integrity of financial reporting, and internal control and risk management processes.
- Review and monitor internal audit functions and external auditors.

Board Risk and Sustainability Committee ("BRSC")

- Ensure robust processes in place to identify, assess and monitor key risks factors and ensure implementation of an effective risk management system.
- Review and recommend strategies and initiatives relating to the Corporate Sustainability function to ensure Group-wide alignment with relevant global corporate best practices, as well as environmental, social, and governance ("ESG") considerations.
- Review the adequacy and integrity of internal control and management information system.
- Review and recommend strategies to appropriately manage climate-related risks.
- Review the Group's Anti-Bribery Management System ("ABMS") to ensure the Group has put in place adequate measures to mitigate bribery risk.
- Review compliance reports from the Governance, Risk Management and Compliance ("GRC") Department to confirm the adequacy and effectiveness of the Group's corporate governance.

Nominating and Remuneration Committee ("NRC")

- Build an effective Board through selection, nomination and evaluation of the Board, Board Committees and individual Directors' performance.
- Review the remuneration of Directors and Senior Management, and related policies and alignment, taking into consideration the performance, commitment and responsibilities undertaken.
- Ensure strong and balanced Board composition by reviewing diversity of skills, knowledge, experiences, backgrounds and gender.

Employeees' Share Scheme Committee ("ESSC")

- Implement and administer the Employees' Share Scheme with regards to the granting, allocation and maintenance of shares to Executive Directors, Senior Management and employees of the Group.

Management Committee ("MC") cum Risk Management Committee

- Identify the principal business risks faced by the Group and ensure appropriate internal controls and mitigating measures are implemented to manage such risks effectively.
- Oversee the safety, operational, and financial performance of the Company, ensuring that day-to-day management and operational decisions are made to safeguard the interests of the Company and further the strategy, business objectives, and targets established by the Board.

Sustainability Committee ("SC")

- Foster a culture within the Company that prioritises sustainability, encourages open discussion, and integrates ESG management into the Company's processes and goals.
- Ensure the implementation of the Group's Sustainability Policies and Framework as approved by the Board, to ensure that Company's sustainability practices align with the latest industry standards and best practices.
- Develop and oversee the implementation of sustainability programmes, including process changes and initiatives, to achieve the Company's established sustainability goals.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board has established a formal schedule of matters reserved for its decision and delegated matters, which are detailed in our Board Charter available on our Company's corporate website at www.yinson.com.

BOARD FOCUS AREAS FOR FYE 2023

Strategy

- Business strategy brainstorming and strategic plans progress updates
- Annual budget review and strategic business plans
- Business/project proposals
- Project financing
- Internal reorganisation
- Provision of new business ventures

Sustainability

- Sustainability policies and strategies
- Sustainability initiatives progress update
- Sustainability roadmap and strategies framework
- Climate risk assessment profile

Governance

- Board Charter, Terms of Reference, Policies & Procedures, and Limit of Authority
- Management-Level Committee composition review
- Board renewal and re-election
- Board Effectiveness Evaluation and actionable improvement plan
- Corporate Governance disclosure review and updates
- Re-appointment of Auditors
- Integrated Annual Report, Shareholders Circular
- ISO37001 ABMS surveillance audit
- Compliance updates

People

- Remuneration package of Executive Directors
- Senior Management remuneration (annual salary & bonus review)
- Structure of Directors' fees and benefits
- Reward considerations – Employees' Share Option Scheme, Restricted Share Unit programme, and Employees' Long-term Incentive Plan
- Planned MC's Goals
- Directors training

Financial

- Quarterly financial performance
- Audit fees
- Audited Financial Statements
- Interim and final dividend
- Recurrent Related Party Transactions
- Solvency declaration for dividend and share Buy-Back
- Yinson Group Accounting Manual

Risk and Internal Controls

- Internal Audit plans, reports and budget
- External Auditors' report and audit findings
- Enterprise Risk Management framework and report
- Key Risk Indicators and action plans
- Corporate and business segments risk profiles
- Group IT strategic plans, operating model and cyber security roadmap
- Climate risk assessment profile

Operations

- Quarterly business projects reviews and updates

Corporate Proposals

- Fund raising pursuant to Bonus Issue and Rights Issue
- Sukuk Programme

CORPORATE GOVERNANCE OVERVIEW STATEMENT

MEETINGS AND ATTENDANCE FOR FYE 2023

Board

Chairman

Mr Lim Han Weng
No. of meetings attended: 6/6 (100%)

Members

Mr Lim Chern Yuan
No. of meetings attended: 6/6 (100%)

Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon
No. of meetings attended: 6/6 (100%)

Mdm Bah Kim Lian
No. of meetings attended: 6/6 (100%)

Dato' Mohamad Nasir bin Ab Latif
No. of meetings attended: 6/6 (100%)

Puan Rohaya binti Mohammad Yusof
No. of meetings attended: 6/6 (100%)

Datuk Abdullah bin Karim
No. of meetings attended: 5/6 (83.3%)

Raja Datuk Zaharaton binti Raja Zainal Abidin
No. of meetings attended: 6/6 (100%)

Puan Sharifah Munira bt. Syed Zaid Albar
No. of meetings attended: 6/6 (100%)

Mr Lim Han Joeh
No. of meetings attended: 6/6 (100%)

Mr Gregory Lee
No. of meetings attended: 6/6 (100%)

General Meeting

Chairman

Mr Lim Han Weng
No. of meetings attended: 2/2 (100%)

Members

Mr Lim Chern Yuan
No. of meetings attended: 2/2 (100%)

Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon
No. of meetings attended: 2/2 (100%)

Mdm Bah Kim Lian
No. of meetings attended: 2/2 (100%)

Dato' Mohamad Nasir bin Ab Latif
No. of meetings attended: 2/2 (100%)

Puan Rohaya binti Mohammad Yusof
No. of meetings attended: 2/2 (100%)

Datuk Abdullah bin Karim
No. of meetings attended: 2/2 (100%)

Raja Datuk Zaharaton binti Raja Zainal Abidin
No. of meetings attended: 2/2 (100%)

Puan Sharifah Munira bt. Syed Zaid Albar
No. of meetings attended: 2/2 (100%)

Mr Lim Han Joeh
No. of meetings attended: 2/2 (100%)

Mr Gregory Lee
No. of meetings attended: 2/2 (100%)

Audit Committee

Chairman

Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon
No. of meetings attended: 5/5 (100%)

Members

Raja Datuk Zaharaton binti Raja Zainal Abidin
No. of meetings attended: 5/5 (100%)

Datuk Abdullah bin Karim
No. of meetings attended: 4/5 (80%)

Dato' Mohamad Nasir bin Ab Latif
No. of meetings attended: 5/5 (100%)

Board Risk and Sustainability Committee

Chairman

Dato' Mohamad Nasir bin Ab Latif
No. of meetings attended: 4/4 (100%)

Members

Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon
No. of meetings attended: 4/4 (100%)

Raja Datuk Zaharaton binti Raja Zainal Abidin
No. of meetings attended: 4/4 (100%)

Datuk Abdullah bin Karim
No. of meetings attended: 4/4 (100%)

Mr Lim Chern Yuan
No. of meetings attended: 4/4 (100%)

Nominating and Remuneration Committee

Chairman

Raja Datuk Zaharaton binti Raja Zainal Abidin
No. of meetings attended: 5/5 (100%)

Members

Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon
No. of meetings attended: 5/5 (100%)

Datuk Abdullah bin Karim
No. of meetings attended: 4/5 (80%)

Employees' Share Scheme Committee

Chairman

Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon
No. of meetings attended: 1/1 (100%)

Members

Raja Datuk Zaharaton binti Raja Zainal Abidin
No. of meetings attended: 1/1 (100%)

Datuk Abdullah bin Karim
No. of meetings attended: 1/1 (100%)

Mr Lim Chern Yuan
No. of meetings attended: 1/1 (100%)

Mr Lim Han Weng
No. of meetings attended: 1/1 (100%)

CORPORATE GOVERNANCE OVERVIEW STATEMENT

BOARD LEVEL ROLES

Chairman

- Provide leadership and direction to the Board to achieve Board effectiveness.
- Act as a liaison between Board and Management as well as Shareholders.

Senior Independent Non-Executive Director

- Highlight concerns of the Board in relation to the Company, which are sensitive and/or confidential in nature, to the Chairman.
- Act as an alternate contact person for Shareholders or other stakeholders for matters that cannot be resolved via normal channels of contact, with the Chairman or Group Chief Executive Officer ("Group CEO").

Independent Non-Executive Director

- Provide objective and independent views and advice to safeguard the interests of the Company and Minority Shareholders.
- Provide a broader view, independent assessments and opinions on Management proposals and strategies.

Non-Independent Non-Executive Director

- Monitor Company's performance by overseeing Management's performance.
- Constructively challenge and contribute to the development of the Company's strategies. Their vast experience allows them to bring valuable external perspectives that contribute significantly to the Board's deliberations and decisions.

Group CEO

- Formulate and implement Group's business strategies.
- Oversee implementation of policies and decisions adopted by the Board.
- Supervise day-to-day management, operations and business development of the Group.

The roles of Chairman and Group CEO are held by separate individuals.

Company Secretary

- Advise the Board on corporate disclosures and compliance with relevant regulatory requirements, guidance and legislation.
- Assist in monitoring and applying corporate governance developments and practices.
- Provides updates and advice on statutory and regulatory requirements that may affect the Company and Directors' duties and responsibilities.

COMPOSITION, EVALUATION AND CONTINUAL TRAINING

Composition and Independence

The Board of Directors of our Company consists of eleven (11) members, with three (3) serving as Executive Directors, two (2) as Non-Independent Non-Executive Directors and six (6) as Independent Non-Executive Directors ("INED"). To ensure a clear division of responsibilities, the Chairman and Group CEO have well-defined roles and responsibilities outlined in the Board Charter, which can be found on our Company's website at www.yinson.com. With 54.55% of the Board comprising Independent Directors, the Company meets the requirement of having a majority of independent directors. As at the date of this Statement, none of the INEDs has served the Board for more than nine (9) years.

The Board recognises that an appropriate balance and mix of skills, knowledge, experiences, backgrounds, and gender are essential for its effectiveness. The profiles of the Directors can be found on pages 126 to 131 of the Integrated Annual Report 2023.

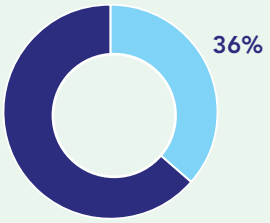
CORPORATE GOVERNANCE OVERVIEW STATEMENT

Diversity

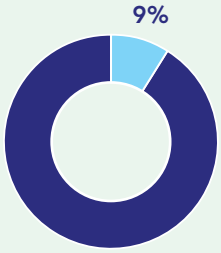
The Company is committed to having a Board and Senior Management that reflect the diversity of our workforce and consumers in the countries in which we operate. The Board and Senior Management are committed to creating an inclusive work environment which encourages members from diverse backgrounds and with diverse perspectives and skills to collaborate and work together towards a common objective. The Board has approved a Diversity, Equality & Inclusion Policy & Procedure for Board, Senior Management and Officers and Employees which is available in full on the Company's website at www.yinson.com.

We firmly believe that gender diversity is essential for the success of our business. As of now, the Company has achieved 36% female representation on the Board, which is a significant milestone. We remain dedicated to advancing further in this area and increasing female representation on our Senior Management team. We recognise the value that diversity brings to our organisation, and we remain committed to fostering a workplace culture that promotes inclusivity and equality.

When evaluating candidates for Senior Management or Board, the Company seeks to make decisions based on merit and objective criteria and the needs of the Senior Management and Board, having due regard to the benefits of all types of diversity, including (without limitation) diversity of age, gender, social and ethnic backgrounds, educational and professional backgrounds and cognitive and personal strengths.



PERCENTAGE OF WOMEN AT BOARD LEVEL



PERCENTAGE OF WOMEN AT SENIOR MANAGEMENT-LEVEL

Induction and Development

To ensure that our Directors are equipped with the necessary knowledge and skills to fulfill their roles, we provide a comprehensive induction programme to all new Board members. In addition to receiving a range of information about our Group, new Directors are provided with a comprehensive Induction Handbook that includes essential documents such as meeting calendars, meeting agendas, Board Charter and Terms of Reference, and other documents related to their roles.

To ensure that our Board remains up-to-date with the latest industry developments and regulatory requirements, we provide ongoing training and development support throughout the year. Our Directors can raise any training needs with the Chairman or the Company Secretary, which helps to ensure that the training programme meets the needs of the Board, Directors, and the business. We also encourage our Directors to request training on specific issues and have access to relevant external courses.

As part of our commitment to sustainability and ESG, an in-house training programme for the Board was conducted in FYE 2023, which included presentations from external consultants on topics such as transition risks and sectoral opportunities. Our Directors have also attended various training programmes in the areas of sustainability, board leadership, governance, risk management, strategy, finance and industry outlook.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Board Evaluation Outcome

The NRC conducts the Board & Directors Effectiveness Evaluation ("BDEE") exercise on an annual basis to determine whether the Board and Board Committees are performing effectively, as well as in their capacities as individual Directors. Once every three (3) years, NRC would obtain an independent perspective on the Board's effectiveness to gain insights on the Board's performance against peer boards and best practices. An external firm was last engaged to conduct the Board performance evaluation in FYE 2020.

In FYE 2023, the Board on the recommendation of NRC, had appointed the Institute of Corporate Directors Malaysia ("ICDM") to facilitate a board review. The objective of the appointment was to provide the Board with an independent insight and external perspective of the effectiveness of the Board and its committees in terms of the oversight and governance processes, as well as how they are addressing the forward-looking agenda of the Company. From the observations and findings of the review process, suggestions for improvements and recommendations in accordance with best practices were put forward to further support the journey towards becoming a high-performing and value-creating Board.

Board members were invited to participate in a comprehensive set of online questionnaires, followed by confidential one-on-one interviews that garnered candid insights and in-depth perspectives. The process addressed the performance of the Board and its Committees, together with an individual performance review of each Director. Based on ten fundamental board parameters, the questionnaires were designed to encourage thought-provoking and honest responses of the Board's overall performance in their oversight role, as well as an additional emphasis on how they are integrating sustainability considerations into the Company's corporate strategy, in line with the emphasis of the MCCG 2021.

The BDEE covered the following 10 parameters:

- Board Leadership
- Board Composition, Skills and Development
- Board Committees
- Board Governance Oversight and Processes
- Board Agendas, Meetings and Information
- Board Dynamics and Culture
- Board and Management Relationship
- Board and Stakeholder Engagement
- Board Sustainability Matters
- Board's Pandemic/Crisis Management Response

Overall, the result of the BDEE was positive indicating that the Board, Board Committees and individual Directors were effective in discharging their roles.

Strengths	Improvement
Some of the key findings of the BDEE FYE 2023 are as follows: • Board dynamics and culture received amongst the highest ratings, with the quality of the interaction and the openness of the team being commended. The Boardroom atmosphere was also highly rated with emphasis on honest open communication, trust, respect as well as driving the right level of accountability and integrity. • There is a high degree of respect and trust in the Group CEO. The Board also agrees that the Group CEO manages the Board relationship well, is supportive and a bridge to the Senior Management. • The Board's effectiveness in responding swiftly and effectively to the evolving crisis was rated high. The Board has taken proactive steps to manage risks and its consequences to the business and operating environment pursuant to changing regulatory developments.	**The findings of the BDEE FYE 2023 have also recommended areas for continuous improvement which reinforced the continuing agenda of the Board in the following areas:** • With the Board's appetite for proactive oversight on strategic execution, some recommendations for further enhancement were received in this area, to ensure specific focus and sufficient time for its full discussion. • A structured methodology for Board Skills Matrix and Board Succession was also recommended, to identify future talent and succession required at the leadership level in advance and ensure a proper transition in membership and development of a diverse succession director talent pool for the Company. On Board membership, this is also in response to MCCG 2021's recommendation to limit the independent directors' tenure to nine (9) years. • A structured training and development plan has been recommended based on the feedback obtained from board skills and knowledge assessment. The plan focuses on addressing development needs in areas such as sustainability, with a particular emphasis on climate change and ESG topics, as well as emerging trends that impact the industry. Director onboarding process would be optimised, which was previously impacted by travel restrictions. The outcome of the BDEE could be used as reference in the re-appointment of the Directors, Board Committees' membership appointment and Board/Board Committees' restructuring, where applicable. The NRC will look into formulating action plans to address the above based on their priorities, with support from other relevant Board Committees.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

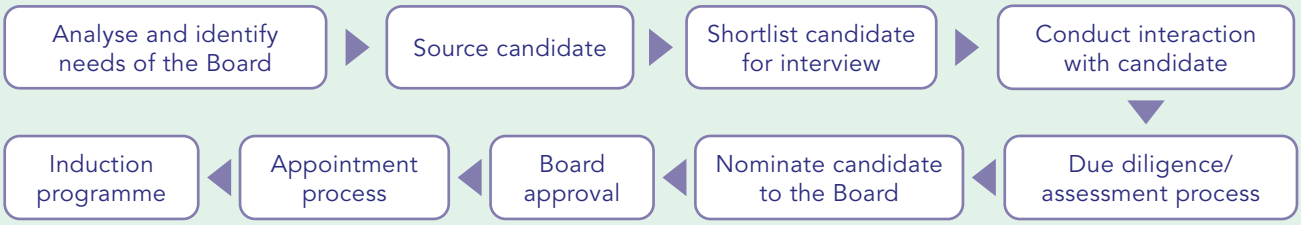
BOARD APPOINTMENTS

The NRC regularly reviews the balance of skills, knowledge, experience, and length of service of the Board members. This review is conducted in accordance with the recommendations of MCCG 2021 and the Corporate Governance Guide (4th Edition) of Bursa Malaysia Securities Berhad.

In identifying suitable qualified candidates, the NRC takes into consideration independent sources, such as the Women Directors' Registry and ICDM. The NRC conducts a rigorous and transparent selection process for the appointment of new Directors, including proper screening and evaluation of candidates, in accordance with the Directors' Fit and Proper Policy.

Selection & appointment process

The NRC oversees the screening and selection of new Directors as follows:



REMUNERATION

The Board, with the assistance of the NRC, holds a primary responsibility for overseeing remuneration and related policies and ensuring that incentives and awards are aligned with the Group's strategic objectives and culture. The NRC ensures that remuneration arrangements are transparent and promote effective engagement with shareholders and the workforce. To achieve this, NRC ensures that remuneration structures are simple, clear, and easily understood by all parties involved. The structure of the fees/allowances payable to the Directors of the Company for FYE 2023 is as follows:

TYPES OF FEES/ALLOWANCES	RM
Board fees	
Non-Executive Director/Independent Director	200,000/annum
Executive Director	50,000/annum
Chairman of the Board	60,000/annum
AC/BRSC fees	
Committee Chairman fees	30,000/annum
Committee Member fees	20,000/annum
Other Board Committees fees	
Committee Chairman fees	20,000/annum
Committee Member fees	10,000/annum
Meeting attendance allowance	
Board Meeting and General Meeting allowances	2,000/meeting
Board Committees Meeting allowances	1,000/meeting
Other benefits	
Directors' Training	500,000/year*

**Annual training budget for the Board as a whole*

The details of the Directors' remuneration for FYE 2023 are disclosed in the Corporate Governance Report, which is available on the Company's website at www.yinson.com.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

B EFFECTIVE AUDIT AND RISK MANAGEMENT

Financial Reporting

The Board has responsibility for effective management of risk for the Group including determining its risk appetite, identifying key strategic and emerging risks, and reviewing the risk management and internal control framework. The AC and BRSC, in supporting the Board to assess the effectiveness of risk management and internal control processes, rely on a number of Company-specific internal control mechanisms to support the preparation of the Annual Report and Accounts and the financial reporting process. This includes both the Board and Committees receiving regular management reports to include analysis of results, forecasts and comparisons with last year's results, and assurance from the external auditor.

With the regulatory environment evolving quickly, the Committee is kept fully informed of all new legislation, IFRS advice and best practice and the requirements of the MCCG 2021 and disclosure and transparency rules. The Committee and Board receive, in advance of the full-year results, a periodic report on management's opinion on the effectiveness of internal control over financial reporting. In relation to the financial statements, the Company has specific internal mechanisms that govern the financial reporting process and the preparation of the Annual Report and Accounts. The Committee oversees that the Company provides accurate, timely financial results and implements accounting standards and judgements effectively, including in relation to ongoing concerns and viability. Our financial processes include a range of system, transactional and management oversight controls. Our businesses prepare detailed monthly management reports that include analyses of their results, along with comparisons to relevant budgets, forecasts and the previous year's results.

Risk Management and Internal Controls

The Board is responsible for maintaining and reviewing the effectiveness of our risk management activities from a strategic, financial, and operational perspective. These activities are designed to identify and manage, rather than eliminate, the risk of failure to achieve business objectives or to successfully deliver our business strategy.

The risk management process is designed to identify, assess, respond to, report on and monitor the risks that threaten our ability to achieve our business strategy and objectives, within our risk appetite.

There is an ongoing process for identifying, evaluating and managing the principal and emerging risks we face. This process was in place for the financial year and up to the date of approval of this Annual Report. The AC considers emerging risks with management as part of the standing risk management update it receives.

The Company follow the Three Lines of Defence approach to risk management. Risks are owned and managed within the business and reviewed by our businesses at least quarterly. Governance teams review risks and controls, including those relating to information security, compliance and business continuity. Internal Audit assesses our risks and controls independently and objectively. The results of these reviews feed into our reporting cycle, including through the risk management governance structures.

Risk management is essential in a global, innovation-driven business such as ours. It helps to create long-term shareholder value and protects our business, people, assets, capital and reputation. It operates at all levels throughout the organisation, across regions, business activities and operational support functions.

Our approach to risk management encourages clear decisions about which risks we take and how we manage them, based on an understanding of their potential customer, financial, regulatory, consumer, legal and reputational impact. As risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, they can provide reasonable but not absolute assurance against material financial misstatement or loss.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

The Board recognises its responsibilities to each of the Company's stakeholder groups and to wider society. The Directors endeavour to ascertain the interests and views of our stakeholders and consider these when taking decisions.

The Board oversees a governance framework that enables decisions to be taken at the right time in the most appropriate forum. We recognise that it is not always possible to achieve each stakeholder's preferred outcome and consideration of each stakeholder group depends on the matter at hand. The Board strives to balance the different priorities and interests of our stakeholders in a way compatible with the long-term, sustainable success of the business and which maintains a standard of business conduct aligned to our values and purpose. Most engagement with key stakeholders is carried out by management teams and takes place at business level and the Directors engage directly with stakeholders where possible. Reporting mechanisms are in place to collate feedback and developments from such engagement and enable a flow of this information to the Board and Board Committees, to inform decision making. An overview of business level engagement and outcomes is reported to the Board or appropriate Board Committee on a regular basis.

One of the Board's objectives is to routinely bring external viewpoints into Board discussions, which have included external speakers, training sessions and organisational deep dives led by colleagues from across the business, during the year. The Board has identified the stakeholder groups it considers key and some examples of how the Company has engaged with these groups, together with the outcomes and impacts of engagement on our business and Board decisions, are set out below.

OUR STAKEHOLDER GROUPS

At Yinson, our ecosystem of stakeholders play a vital role in our long-term success. We seek to establish shared value across our stakeholders through proactive engagements to communicate our value proposition and capture feedback on our value creation to ensure mutual and sustainable relationships in the long run. Yinson's 10 key stakeholder groups have been identified as below:

CORPORATE GOVERNANCE OVERVIEW STATEMENT

STAKEHOLDER ENGAGEMENT

S1 BANKERS & LENDERS

Who are they?
Financial institutions that support our business growth and expansion through financial capital and advisory services. Yinson's principal bankers and financiers are disclosed in our Corporate Information section.

Yinson's value proposition
- Business excellence.
- Sustainable financial and growth performance.

Stakeholder importance
Bankers and lenders are our main external source of capital to fund projects and other growth initiatives so we can continue to deliver value and services effectively to our stakeholders.

Frequency and methods of engagement
- **Daily:** Yinson website and social media.
- **Regularly:** One-on-one engagements, communication and dialogue.
- **Based on need:** Road shows, site visits, stakeholder engagement events.

Key areas of concern & Yinson's response

Financial performance	Disciplined business and financial management are Yinson's Edge to differentiate ourselves from our competitors. Tactical financial management is an important part of our capital strategy, within which we consider, amongst others, counterparty strength, building strong partnerships and careful management of our current and future debt. Yinson has a strong record of financial performance and returns to shareholders.
Environmental and social sustainability	Operationalising ESG and robust sustainability governance are important parts of our Group strategy. Our ESG performance helps our stakeholder groups to gauge our long-term outlook and insulates us against potential crisis. In Yinson, teams are given mandates to identify, develop and execute ESG initiatives that contribute to our overall sustainability goals and commitments.

S2 CLIENTS

Who are they?
Parties who pay us for services and goods rendered. Our client profiles vary across business units due to the differing natures of these businesses as explained in our business model.

Yinson's value proposition
- Professional services as an energy solutions provider.
- Timely and high-performance products and services.
- Efficient and tailored energy solutions that support clients' business growth.

Stakeholder importance
Our clients play a central role in our business success. We continuously seek to understand and meet our client's expectations in order to deliver products and services that will build brand loyalty in the long run.

Frequency and methods of engagement
- **Daily:** Scheduled reports, Yinson website and social media.
- **Regularly:** One-on-one engagements, communication and dialogue.
- **Monthly:** Milestone meetings and updates.
- **Based on need:** Kick-off meetings, continuous engagement, road shows, site visits, stakeholder engagement events.

Key areas of concern & Yinson's response

Operational excellence	Industry-leading operational expertise is a Yinson Edge, which differentiates ourselves from our competitors. Our business units have strong track records of operational excellence, with YP demonstrating industry-leading operational and safety performance, YR demonstrating strong and stable energy generation and RO demonstrating good fleet utilisation and safety performances.
Contractual obligations are met	Project management is the core strength of Yinson, supported by a team of professional and skilled personnel who handles the execution of various projects across our business units. Yinson has a good track record of meeting our contractual obligations, including early or on-time delivery for our FPSO assets.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

S3 CREW

Who are they?
The personnel who work onboard our FPSOs and OSVs, which include both permanent and contractual workers.

Yinson's value proposition
- Stringent HSE programmes to protect the wellbeing of our people.
- Inclusive, fair, and equal employment opportunities and work packages.

Stakeholder importance
We rely on the crew's skills and performance for ongoing operations and success of our offshore assets.

Frequency and methods of engagement
- **Daily:** YNet, on-the-job learning and communication.
- **Regularly:** Crew activities, training and development programmes, SAYFR, management visits, inspections.
- **Monthly:** Shipboard safety meetings.
- **Quarterly:** Group-wide town halls.

Key areas of concern & Yinson's response

Operational safety	The safety and wellbeing of our crew is our upmost priority onboard as we continue to maintain industry-leading safety performance every year. We have a strong HSE governance framework covering HSE policies, HSE management systems, training programmes, competency models, internal audits, emergency response plans and HSE operationalisation programmes.
Fair compensation	We have collective bargaining agreements in place for our crew to ensure their rights are respected and they are compensated fairly by undertaking benchmarking activity in the markets in which we operate.
Fair treatment in accordance with internationally-recognised principles of HLR.	We have a strong commitment to DEI as reflected in our HLR Policy. We actively implement Group-wide measures to prevent and remedy violations of HLR. We believe that diversity is our strength and it helps us to excel on a global playing field.

S4 EMPLOYEES

Who are they?
Our employees refer to the personnel who work on our onshore offices and are expected to carry out duties and responsibilities to meet our stakeholder commitments.

Yinson's value proposition
- Inclusive, fair, and equal employment opportunities.
- Attractive and competitive work packages for mutual value creation.
- Strong prospects for career growth and learning opportunities.
- Flexible working arrangements for work-life balance.

Stakeholder importance
We rely on our skilled and high performing workforce to drive value creation and execute our business strategy and growth.

Frequency and methods of engagement
- **Daily:** YNet, on-the-job learning and communication.
- **Regularly:** Office-wide town halls, focused small group engagement discsussions, continuous performance & feedback, employee activities.
- **Quarterly:** Group-wide town halls.
- **Biannual:** Employee performance review.
- **Based on need:** Focus groups, pulse surveys, family-friendly offices and activities, training and development programmes, Culture and Values workshops.

Key areas of concern & Yinson's response

'Fair treatment in accordance with internationally-recognised principles of HLR' is a key area of concern for employees, and a shared area of concern with our crew. Please see the 'Crew' section for Yinson's response.

Fair compensation	We rolled out our Total Rewards Strategy programme in 2022, which conducted an external benchmarking exercise across the organisation to formulate a Group-wide Total Rewards Policy that ensures fair and equitable compensation to our employees.
Flexible working arrangements	We issued our Yinson Future of Work Philosophy in 2021 to provide our leaders, teams and employees richness of choice, flexibility and autonomy to deliver value across the organisation. The philosophy leverages on our learnings through the Covid-19 crisis and reaffirms Yinson's commitment in supporting a hybrid working model in all our offices.
Career progression	Yinson implemented a new performance management module in our Global HRIS that incorporates better performance cycle timelines, simplifies processes and focuses on continuous performance and continuous feedback conversations throughout the year. We also adhere to our Group Learning & Development Policy & Procedure and continued building a learning culture through our LMS and L.E.A.D. courses.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

S5 GOVERNMENTS & REGULATORY BODIES

Who are they?
These are the public organisations or government agencies that are responsible to regulate our business activities.

Yinson's value proposition
- Consistent and strong regulatory compliance for better market growth.
- Tax payments in all jurisdictions of our operations.
- Promote long-term and sustainable economic development.

Stakeholder importance
A strong relationship with governments and regulatory bodies allows us to be updated on the latest regulations and to ensure the business is operating within compliance requirements.

Frequency and methods of engagement
- **Daily:** Compliance with applicable legislation, submission of reports, Yinson website and social media, regular engagement, communication and dialogue.
- **Regularly:** Participation in government and regulatory events, competency trainings.
- **Based on need:** Consultation on regulatory matters; announcements and disclosures; work and resident permit issuances; kick-off, engagement and clarification meetings, audits and inspections.

Key areas of concern & Yinson's response

Technical, environmental, and social compliance requirements are met	Yinson is recognised for our adherence to all compliance matters, and we devote great effort to maintain our license to operate in every country we have operations in. We aim to build our leadership position in ESG matters having invested significantly into managing and disclosing our environmental performance to positively impact local communities.

S6 INDUSTRY

Who are they?
Our various industry peers and strategic alliances that contribute to the progress and development of collective concerns and interests, including climate change matters.

Yinson's value proposition
Contribution of knowledge and skills for industry development and areas of collective concern.

Stakeholder importance
Contribution of knowledge and skills for Yinson's development and long-term sustainability.

Frequency and methods of engagement
- **Regularly:** Active memberships in strategic alliances, participation as exhibitors and speakers at industry conferences; features, editorials, and advertisements in industry publications; networking events.

Key areas of concern & Yinson's response

Mutual advancement of the industry through collaborations	Yinson is committed to advocating and demonstrating our leadership in managing areas of collective concern such as climate change, global HR development and the responsible advancement of industries that we operate in. We believe in collaborating with like-minded industry partners and parties towards achieving a more sustainable future for everyone.

S7 INVESTORS & SHAREHOLDERS

Who are they?
Our investors and shareholders are individuals, companies or institutions that own shares in Yinson.

Yinson's value proposition
- Business excellence.
- Sustainable financial and growth performance.
- Sustainable shareholder returns.

Stakeholder importance
Investors and shareholders provide financial capital for our sustainable growth.

Frequency and methods of engagement
- **Daily:** Investor Relations web portal, Yinson website and social media, regular engagement, communication, and dialogue.
- **Regularly:** Investor conferences, one-on-one engagements.
- **Quarterly and based on need:** Analyst briefings, press releases, announcements to Bursa Malaysia Securities Berhad
- **Yearly:** Annual Reports, Sustainability reports, AGMs, investor engagement survey
- **Based on need:** EGMs, circulars.

Key areas of concern & Yinson's response

'Financial performance' is a key area of concern for our investors and shareholders and a shared area of concern with our bankers & lenders. See 'Bankers & Lenders' section for Yinson's response.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

S8 LOCAL COMMUNITIES

Who are they?
These are the communities in the local areas where we operate.

Yinson's value proposition
- Sustainable operations driven by safety and environmental excellence.
- Socio-economic contributions for social and community developments.
- Energy security.

Stakeholder importance
As a responsible corporate citizen, it is vital to understand our host communities' concerns to cultivate long-term and mutual trust.

Frequency and methods of engagement
- **Daily:** Yinson website and social media.
- **Regularly:** CSR activities, engagement with local vendors, local trainee programmes, press releases, community development programmes.

Key areas of concern & Yinson's response

CSR activities As a global organisation whose operations touch the lives of individuals all over the world, we are committed to good corporate citizenship in every community we operate in. A key consideration that we take when shaping our plans and strategies are the impacts that we can have in the local communities where we operate.

S9 PARTNERS

Who are they?
These are Yinson's business partners who own equity in our assets and projects.

Yinson's value proposition
- Knowledge, expertise, and experience in the delivery of responsible energy solutions.
- Disciplined business and financial management.
- Collaborative, innovative, and tailored solutions to capitalise on market growth.

Stakeholder importance
Long-term strategic partnerships to leverage each other's unique strengths for sustainable growth and continuous value creation.

Frequency and methods of engagement
- **Daily:** Regular engagement, communication and dialogue.
- **Regularly:** Site visits, stakeholder engagement events, collaboration on announcements and press releases.

Key areas of concern & Yinson's response

'Operational excellence' and 'Contractual obligations are met' are key areas of concern for our partners and shared areas of concern with our clients. See 'Clients' section for Yinson's response.

Mutual value creation Forming alliances with reliable business partners has been a key success for Yinson, enabling us to increase our access to capital and strengthen our bidding capabilities. This has allowed the Group to bid for larger contracts and venture into new regions.

S10 VENDORS & SUPPLIERS

Who are they?
These are the individuals and companies that Yinson engages with to deliver products, services and commitments.

Yinson's value proposition
- Cooperate and collaborate to unlock new value and innovations.
- Advocacy and engagement on ESG and sustainability matters.

Stakeholder importance
We engage with vendors and suppliers who deliver high-quality goods and services to facilitate Yinson's value creation.

Frequency and methods of engagement
- **Daily:** Yinson website and social media, regular engagement, communication and dialogue.
- **Regularly:** Supplier and industry conferences.
- **Based on need:** Tenders and requests for proposals, site visits, vendor audits, VRP.

Key areas of concern & Yinson's response

'Financial performance' is a key area of concern for our vendors and suppliers and a shared area of concern with our bankers & lenders. See 'Bankers & Lenders' section for Yinson's response.

OTHER COMPLIANCE INFORMATION

1. Status of Corporate Proposals and Utilisation of Proceeds

Rights Issue and Utilisation of Proceeds

On 28 June 2022, the Company completed the Rights Issue of 844,207,538 ordinary shares, on the basis of 2 rights shares for every 5 existing ordinary shares with 361,802,016 free detachable warrants. The proceeds from this exercise were utilised to fuel the growth and expansion plans of the Group, while improving the net gearing and financial position.

The details of the utilisation of the proceeds as at 19 May 2023 are as follows:

Utilisation of Proceeds	Intended timeframe for utilisation*	Proposed utilisation	Actual utilisation#	(Over)/ Unutilised amounts
		RM million	RM million	RM million
New FPSO project	Within 18 months	762	707	55
Expansion of renewable energy and green technology business	Within 18 months	44	76	(32)
Repayment of bank borrowings	Within 3 months	318	323	(5)
Working capital	Within 3 months	55	74	(19)
Defrayment of estimated expenses for the Proposals	Within 12 months	11	10	1
	Total	**1,190**	**1,190**	**-**

Notes:

* *From 28 June 2022 (being the date of completion of the Rights Issue).*

\# *From 28 June 2022 to 19 May 2023.*

2. Audit and Non-Audit Fees

The amount of audit and non-audit fees paid to the Company's External Auditors, PwC and its affiliates for the services rendered to the Group and the Company for FYE 2023, are as follows:

Particulars	Group RM'000	Company RM'000
Audit Fees	5,444	695
Non-Audit Fees	2,638	1,330
Percentage of Non-Audit Fees over Audit Fees	48%	191%

The Non-Audit services rendered by the External Auditors related to the following:

Group Level

No.	Description	RM'000
1	Professional services rendered in connection with income tax compliance	864
2	Professional services rendered in connection with income tax advisory matters	598
3	Due diligence works rendered on business acquisitions and specific projects in certain countries	819
4	Professional services rendered in connetion with other assurance related matters	357

OTHER COMPLIANCE INFORMATION

Company Level

No.	Description	RM'000
1	Professional services rendered in connection with income tax compliance	80
2	Professional services rendered in connection with income tax advisory matters	187
3	Due diligence works rendered on business acquisitions and specific projects in certain countries	723
4	Professional services rendered in connection with other assurance related matters	340

3. Material Contracts Involving Directors' and Major Shareholders' Interest

During FYE 2023, none of the Company and/or its subsidiaries have entered into material contracts (not being contracts entered into in the ordinary course of business) involving interests of Directors and Major Shareholders of Yinson.

4. Material Litigation

A petition by Rising Sun Energy (K) Private Limited ("RSEK"), an indirect subsidiary of the Company, held via YR Nokh Pte Ltd, against NTPC Limited ("NTPC") and Chhattisgarh State Power Distribution Company Limited ("Chhattisgarh")

RSEK entered into a power purchase agreement dated 30 March 2021 (the "PPA") with NTPC whereby RSEK was commissioned to develop a solar power generating system for the supply of power to Chhattisgarh. Due to various changes in law resulting in increase in the rate of goods and services tax and imposition of basic customs duty for which RSEK under the PPA is entitled to compensation, RSEK filed a petition dated 14 July 2022 to Central Electricity Regulatory Commission ("CERC") at New Delhi, India, the mandated body to decide on such matter, seeking for an order for compensation amounting to Indian Rupee 3,557,805,223 (approximately RM187.0 million) ("Claimed Amount").

The first hearing before the CERC was heard on 15 December 2022 and NTPC and Chhattisgarh submitted their responses to CERC including details of the claim on 21 March 2023. A further hearing is scheduled on 25 May 2023.

The Company has been advised by its legal counsel in India that RSEK has a strong case on merits to obtain a favourable order.

5. Recurrent Related Party Transactions of a Revenue or Trading Nature

All recurrent related party transactions ("RRPTs") are dealt with in accordance with the Bursa Securities MMLR and a summary of RRPT Register is tabled for AC's review and monitoring on a quarterly basis.

All relevant processes and procedures are for ensuring that all related party transactions are monitored and conducted in a manner that is fair and at arms' length. The Directors and Major Shareholders who have interests in a transaction will abstain from deliberation and voting on said transaction at Board meetings and general meetings, if required.

The details of the RRPTs conducted during FYE 2023 between the Company and/or its subsidiaries with related parties are disclosed on page 278 of the Audited Financial Statements contained in the Integrated Annual Report 2023.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

The Statement is made pursuant to Paragraph 15.26 (b) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and is in line with the Malaysian Code on Corporate Governance 2021 where the Board of Directors are required to make a statement about the state of risk management and internal control of the listed issuer of a Group.

BOARD'S RESPONSIBILITIES

Yinson's Board of Directors ("Board") recognises the importance of maintaining a sound risk management process and internal control practices to safeguard stakeholders' reputations, shareholders returns and the Group's assets. The Board affirms its overall responsibility to establish and maintain a robust risk management and internal control system through reviewing its adequacy in identifying, assessing, evaluating, and responding to risks that could have detrimental impact to the Group's ability to achieve its objectives.

In evaluating the adequacy of risk management and internal control across the Group, the Board is assisted by the Board Risk and Sustainability Committee ("BRSC") to oversee and ensure that the updated Enterprise Risk Management ("ERM") Policy Statement and Framework is being implemented consistently and that there are adequate internal control processes and procedures to manage these risks across the Group.

Although the Board does not have formal oversight over the risk management and control systems of Yinson's joint ventures and associate companies, our interests are safeguarded through Board representations and/or monitoring controls we imposed within these companies. Hence, the Board is aware that the risk management and internal control systems can only provide reasonable and not absolute assurance against the risk of material errors, misstatements, fraud, or occurrences of unforeseeable circumstances.

BOARD RISK & SUSTAINABILITY COMMITTEE

The BRSC is chaired by an Independent Non-Executive Director. The BRSC assembles on a quarterly basis to review the effectiveness of the risk management process, to discuss matters relating to risk management activities and the reports produced therein, and to evaluate new and emerging risks together with the action and mitigation plans of the identified risks.

The duties and responsibilities of the BRSC are guided by the Terms of Reference ("TOR") accessible on the Company's corporate website.

MANAGEMENT COMMITTEE'S RESPONSIBILITIES

The Management Committee ("MC") is responsible to implement the policies and procedures established by the Board pertaining to risk and control processes. MC members collectively within their respective areas of responsibilities are also accountable for providing reasonable assurance to the BRSC that all identified risks at the Group's business units are managed within tolerable levels.

The Group CEO is responsible for the day-to-day management of risks whereas the Head of Business Units are responsible in representing the Group CEO's obligations to all business units. The responsibilities of the MC entail but are not limited to the following:

- Formulate relevant risk policies, procedures, and frameworks to manage these risks in accordance with the Group's risk appetite;
- Design, assist and implement the effective risk management and internal control system to ensure that standardised methodology is used throughout the Group;
- Monitor and ensure that remedial action plans are taken to mitigate the likelihood and the impact of the risk from escalating further;
- Communicate the requirements of the ERM Policy Statement and Framework and ensure continuous enhancement of ERM annually or as and when required;
- Ensure that the ERM reports prepared are submitted to BRSC/Board in a timely manner, and flash reports are submitted in the event of any new risk(s) that require urgent attention; and
- Review the ERM Policy Statement and Framework and consider adopting the best practices based on corporate governance framework.

ERM POLICY STATEMENT & FRAMEWORK

Yinson's ERM Policy Statement and Framework provides a standardised and systematic approach for the identification, evaluation, monitoring and reporting of key risks, controls and ensuring that there are adequate measures to implement, track and review the action plans. The Framework is aligned with the ISO 31000:2018 and is adopted across the operating companies as well as corporate functions within the Group. The Framework also enables the Management to effectively deal with uncertainties and associated risks and opportunities, enhancing the capacity to build value to stakeholders.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

The Framework is key to ensuring that all potential business strategic risks of the Group are reasonably recognised and the Group demonstrates commitment to manage existing and emerging risks to protect our key stakeholders' and shareholders' interests.

RISK GOVERNANCE & OVERSIGHT

The Governance, Risk Management and Compliance ("GRC") Department is responsible to establish, coordinate and implement the Group's ERM Policy Statement and Framework to ensure that our internal risk management processes are kept up-to-date and sufficiently robust to manage risks effectively. In addition, the GRC Department will monitor and report key risk issues to the MC and escalate to the BRSC on a quarterly basis.

Yinson's ERM Policy Statement and Framework identifies, evaluates, monitors and manages risks encountered by the Group.

Our risk governance structure facilitates risk identification and escalation whilst providing assurance on the key risks and controls to the Board. It elaborates and assigns clear roles and responsibilities within each line of defence and facilitates the implementation of the updated ERM Policy Statement and Framework. The current governance structure that assumes the roles of risk and governance perspective is further explained as below:

Lines of Defence	Governance Structure	Descriptions
3rd line of defence	Board of Directors ("Board") Board Risk & Sustainability Committee ("BRSC") Board Audit Committee ("BAC") Internal Audit	• Governance of ERM Policy and Strategy, oversee overall risk management and review risk profiles • **BRSC -** Oversee and approve the company-wide risk management and sustainability practices • **BAC -** Provide an objective view and independent report on the effectiveness of ERM and internal control system to the Board • **Internal Audit -** Provide independent Audit Report on ERM and internal control effectiveness
2nd line of defence	Management Committee ("MC") Group Chief Strategy Officer ("GCSO") Governance, Risk Management and Compliance ("GRC")	• Monitor ERM Policy Implementation, risk reporting and action plans • Assist MC in managing risk related measures or issues/concerns • Monitor and report all types of risk to the MC and BRSC
1st line of defence	Risk Owner Risk Coordinator Yinson Production Yinson Renewables Yinson GreenTech Regulus Offshore Corporate	• To assist MC in managing risk related measures or issues/concerns • Monitor and report all types of risk to the MC

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

Three Lines of Defence Model

The Group adopts a 'Three Lines of Defence' approach for its risk management. It provides an overview of the Group's operations from a risk management perspective while assuring the ongoing success of risk management initiatives.

1st line of defence – Own and manage day-to-day risks inherent in business activities including that of risk taking by having effective internal controls and relevant policies and procedures.

2nd line of defence – Establish, implement, maintain, and review effectiveness of risk management, controls and sustainability process. In addition, they provide overall risk governance and oversight and challenge the assessment of 1st line, where applicable.

3rd line of defence – Provide an independent assurance on the overall integrity, adequacy and effectiveness of the risk management and internal control system noted during the risk evaluation process. This includes the effectiveness of Yinson's 1st and 2nd lines of defence.

RISK MANAGEMENT MODEL & PILLARS

The key areas under the GRC's purview can be portrayed in the following pillars:

Risk Assessment, Monitoring, Review & Reporting

Conduct quarterly risk assessment reviews on all the business functions within the Group.

Conduct ad hoc risk review on new or existing projects and business functions.

Risk Awareness & Communication

Create awareness and seamless communication pertaining to the risk review and assessment process within the Group.

Crisis Management Plan

Formulate and establish Crisis Management Plan.

Management of Risk Automation Solution

Responsible to review risk processes within the Group and continuously enhance the risk process through automated solutions.

KEY DEVELOPMENTS IN FYE 2023

Climate risk profile

In view of the increasing climate-related risk exposure and in line with Yinson's sustainability initiatives such as Task Force on Climate-Related Financial Disclosures ("TCFD") reporting, a climate risk assessment exercise was initiated by GRC during the year to assess Yinson's exposure to climate-related risks. The exercise was conducted with the respective climate-related risk owners across the Group, and driven by the Risk Management function in collaboration with Corporate Sustainability. The process for this assessment is as per the ERM process established in the ERM Policy Statement and Framework. The climate risk profile is reported to the BRSC and Board on a quarterly basis.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

Yinson GreenTech ("YGT") risk profile

In an effort to ensure adequate risk management processes and procedures are being implemented across all business segments, Risk Management function has conducted risk assessment exercise for YGT in Q3 FYE 2023. The risk profile is being reported to the BRSC and Board on a quarterly basis.

As part of the assessment and resulting action plan, Risk Management function will engage with respective key personnel of YGT to assess the risk profiles for their associate companies in order to effectively manage the risks and success of these investments.

Yinson Production Offshore Pte Ltd ("YPOPL") risk profile

As part of the efforts to ensure adequate risk assessments are being implemented across all business units, Risk Management function together with the business unit's Risk Coordinator, has conducted a significant review on YPOPL Risk Profile in Q4 FYE 2023 to reassess the existing risks as well as identify the new risks associated with YPOPL across the project management phases.

Moving forward, Risk Management function is planning to revisit and conduct a similar review for the Operations and Maintenance segment of Yinson Production AS ("YPAS"). This would give a clearer picture on the overall key risks that FPSO segment is exposed to, and also the controls being addressed to mitigate these risks.

Risk Coordinators

Risk Coordinators' roles were created during the year comprising representatives from Health, Safety and Environment ("HSE") officers across the Group. Their roles, among others, are to lead the risk management process to identify, assess, evaluate, communicate and monitor the risks within their section/business function or region in accordance with the approved Group's ERM Policy Statement and Framework. Moving forward, the Risk Coordinators will also be guided on the usage of the ERM IT solution which aims to facilitate the quarterly risk review exercise on a digitised platform with dashboarding functionality.

Risk awareness sessions

During the year, several risk awareness sessions were conducted for relevant Management and key personnel from respective operational business units and corporate functions. This is to ensure that risk processes are reasonably understood and that the personnel involved are able to identify and assess the potential risks appropriately. Besides being briefed on the ERM Policy Statement and Framework, Risk Management function also discussed with the participants on the existing and emerging risks identified.

Risk Management function will continuously enhance the approach to address the key areas of the ERM Policy Statement and Framework and engage with respective risk owners to address the gaps on their understanding over the subject matter.

In addition, Risk Management function will continue to include more risk management resources or information onto YNet to further strengthen the risk management culture across the Group.

Enhancement of ERM Policy Statement and Framework

In Q4 FYE 2023, Risk Management function initiated a review on the ERM Policy Statement and Framework taking into consideration the observation points from Internal Audit Report on the maturity level of the Group's ERM Policy Statement and Framework. The Policy review has been finalised with approval by the Board in Q1 FYE 2024.

Automating the risk management process

The Group has embarked into the digitisation of the risk management database and information through the implementation of an IT risk management solution to manage the risk profiles and registers. The implementation of the risk management system will allow the Group to utilise a single risk repository system to capture more accurate risk data, enhance the risk dashboard and facilitate access to up-to-date risk information. The system also has the potential for integration with other relevant database systems to enable risk monitoring in a more effective manner. The usage of the system is being rolled out in phases, starting from October 2022. We aim to have Risk Coordinators fully trained and using the platform by Q2 FYE 2024. System training will be arranged for Risk Coordinators whereby they will be briefed on their role in the system.

The Phase 1 roll out has been completed in Q4 FYE 2023 where the risk team has utilised the system for YHB – KL Office risk review. Phase 2 is targeted to be rolled out to all the Risk Coordinators by Q2 FYE 2024 while for Phase 3, which is the full utilisation of the system by Risk Coordinators and relevant risk owners, is targeted to be completed by Q4 FYE 2024.

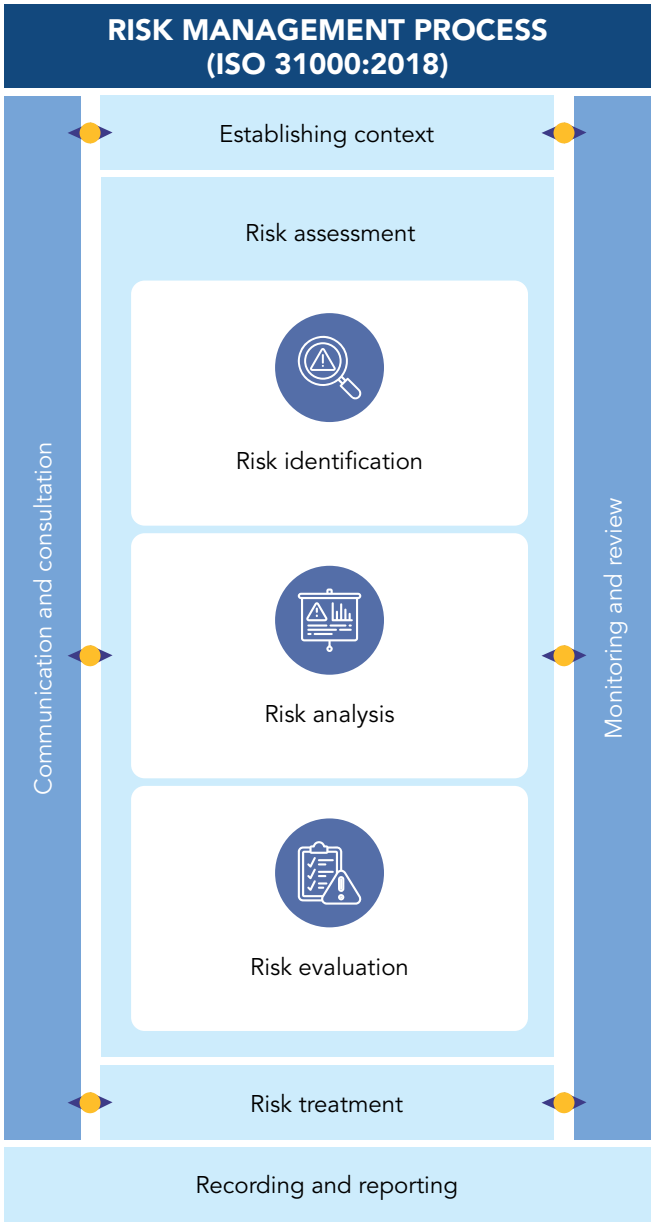
STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

ENTERPRISE RISK MANAGEMENT

Enterprise Risk Management Process

The Group ERM Policy Statement and Framework and other relevant risk guidelines are generally aligned with the Principles and Guidelines of ISO 31000:2018. It provides a consistent and streamlined approach in implementing ERM across the Group.

Our structured risk profiling process is set out as below which is in accordance with the ISO 31000 standard:



Establishing context

The establishment of context defines the scope for the risk management process and sets the criteria to be used for the assessment and evaluation of the risks. The key message that will be discussed within the context settings includes the risk appetite and risk criteria (e.g reputation, financials, etc.)

Risk identification

The objective of the risk identification process is to identify, recognise and describe the risks associated with the business function. There are various methods that can be applied for the identification of risk during the risk workshop phase. This includes conducting strategic planning workshops, management meetings, interviews and desk research.

Risk analysis

The purpose of risk analysis is to prioritise the risk by evaluating the potential impact and likelihood of the risk occurring which could affect the business objective should the risk arise.

Risk evaluation

The risk evaluation process involves the identification of existing key controls and assessments on the effectiveness level which shall define the residual rating of the risks following the development and implementation of the existing controls.

Risk treatment

Risk treatment process involves identifying the range of options for treating risks, assessing these options, and prioritising the implementation of treatment plans.

Recording & reporting

The tool that can be used to monitor and review risks includes Key Risk Indicators ("KRIs"). The relevant KRIs will be reviewed or populated for the key risks which have material impact to the Group as a whole.

Enterprise Risk Management Matrix

As part of the enhancement to Yinson's ERM Policy Statement and Framework, each risk identified is mapped according to a risk matrix which specifies the likelihood and impact of the risk.

The likelihood rating depicts the probability of the risk to occur, while the impact rating specifies the extent of the impact of the risk should it occur. Both the measurements in terms of the likelihood and impact can be expressed qualitatively (i.e. guided by definitions and past events) and quantitatively (i.e. guided by defined numbers or KRIs).

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

YINSON'S RISK MATRIX

Risk Heat Map			Risk Impact				
			Insignificant	Minor	Moderate	Major	Catastrophic
			1	2	3	4	5
Risk Likelihood	Almost Certain	5	Medium (5)	Medium (10)	High (15)	Critical (20)	Critical (25)
	Likely	4	Low (4)	Medium (8)	High (12)	High (16)	Critical (20)
	Possible	3	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
	Unlikely	2	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
	Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

Yinson Group Top 5 Risks

No	Top 5 Risks	Descriptions	Key Controls and Mitigations in FYE 2023
1.	Energy transition risk	Energy transition risk in essence refers to the energy sector's shift from fossil-based resources (e.g. oil, coal, natural gas, etc.) to renewable energy (e.g. solar, wind, hydropower, etc.). Examples of energy transition risk may include climate-related risk pertaining to market demand for fossil fuels, regulatory changes and reputational risks.	• Establishment of Yinson's Climate Goals Roadmap and various key strategies to manage the energy transition. • Expansion and growth of Yinson's renewables and green technologies business units. • Operationalisation of carbon abatement strategies for carbon-heavy assets (i.e. closed flaring, hydrocarbon blanketing system, combined cycle technologies to maximise energy efficiency and utilising low-emission alternatives for energy source). • Continuous improvements in ESG Rating scores i.e. FTSE4Good Index, Morgan Stanley Capital International (MSCI), Sustainalytics and S&P's Corporate Sustainability Assessment (CSA). • Provide assurance on the carbon intensity performance for Yinson Production and renewable energy generation for Yinson Renewables.
2.	Corporate funding risk	Corporate funding risk refers to the risk that the Group may not be able to source sufficient funds (i.e. through equity, right issues, debt funding, etc.) to cover working capital and capital expenditure. Any inability to secure funding may lead to defaults on debt obligations or failure to meet repayment schedules.	• Focused corporate finance teams led by the respective business unit CFOs tasked with the funding activities for their respective segments. • To raise loans or any other funding mechanisms to fund existing and future projects through engagement with various financial institutions. • Issuance of RM360 million in nominal value of Islamic notes under its perpetual sukuk wakalah programme. • Securing USD720 million syndicated loan facility for the FPSO Maria Quitèria project.
3.	Cybersecurity risk	Cybersecurity risk is the probability of the Group's internal system/applications being exposed to various cyber attacks including hacking, ransomware, phishing, etc. A breach in our internal IT system security may result in financial loss, leakages, or loss of confidential or critical data.	• The cybersecurity team is in the process of executing the Cybersecurity Roadmap based on the feedback garnered from the Board and businesses. The Roadmap consists of multiple initiatives which will strengthen the cybersecurity system within the Group. • Continue to enhance its cybersecurity awareness training for the Group.
4	Project cost overrun	Yinson is bonded to the contractual obligations and is expected to deliver the required scope of work within the agreed contract value for the FPSO projects. Project cost overruns could have a negative impact on the project profit margins and affect the cash flows of the Group.	• Continuous review and improvement of project cost management. • Enhancement and improvement of the Project Standard Procedure for better screening and can be utilised for reference for future projects.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

No	Top 5 Risks	Descriptions	Key Controls and Mitigations in FYE 2023
5.	Project delay	In the FPSO segment, the entire project phase starting from approval of the FEED, preparation and review of procurement schedule and project budget, contract review and signing and finally the construction and commissioning are required to progress accordingly to the project timeline which has been committed to the client. Major delays of more than 30% of the project timeline is considered as extreme and may pose significant consequences to the Company. Inability to perform the required deliverables as per the stipulated timeline may lead to penalties, Liquidated Ascertained Damages (LAD) charges or potential contract termination which could further cause reputational damage to Yinson.	• To establish RACI matrix for each department within project. • AVEVA process to be implemented and integrated with CMS, IFS and CMMS systems.

CORPORATE COMPLIANCE

The Corporate Compliance function was established to oversee the compliance initiatives, compliance monitoring reviews and reports to the BRSC and Board of Directors. The following subsections describe policies initiatives to strengthen our Corporate Compliance Framework.

Limit of Authority Revamp

With Yinson's expansion into new business areas, the management has taken steps to ensure that the LOA framework is revamped so that Yinson's operations are able to run efficiently with timely decision-making approvals.

The previous iteration of the LOA framework has become increasingly challenging to be maintained and to cater to all Yinson's business units. The LOA revamp will be business unit centric, catering to the specific needs for the individual business units and will ensure that the business units' management team has the adequate authority to approve what is needed whilst maintaining proper governance within Yinson's group of companies.

For the financial year under review, the LOA revamp exercise has identified the primary objective for the LOA framework to be segregated into individual LOA documents for the specific business units under Yinson as follows:

- Group level Corporate Functions
- Offshore Production business unit
- Renewables business unit
- Green Technologies business unit
- Offshore Marine business unit

The specific lines of accountability, responsibility and delegation of authority, as approved by the Board, is to facilitate the Group's daily operations and is vested with the Group CEO and the Senior Management team accordingly.

Whistleblowing

Yinson encourages all stakeholders including business partners, general public, employees, third parties and vendors to raise any genuine concerns about suspected or possible violations of Yinson's Code of Conduct and Business Ethics ("COBE"), improprieties in matters of financial reporting, non-compliances with laws and regulations, non-compliance with Yinson's policies and procedures and to disclose any improper conduct or other malpractices with Yinson without fear of unfair treatment or reprisal.

The Whistleblowing Policy and Procedure was established in 2018 and has undergone necessary updates with the latest being in 2021. Yinson has enhanced awareness of the Whistleblowing Policy by implementing the following initiatives:

- Improving accessibility to employees within the Group's intranet page, YNet.
- Hosting the Whistleblowing Policy and Procedure on our corporate website for our external stakeholders.
- Incorporating Whistleblowing information in Yinson's ABAC Online Training Module which are assigned to all employees.
- Communication memos on Whistleblowing that are sent to our third parties.
- Whistleblowing posters are placed at common areas around the offices in countries which Yinson operates.
- Surveys are sent to third parties relating to Anti-Bribery Management System ("ABMS") which includes awareness on Whistleblowing.

STATEMENT ON RISK MANAGEMENT & INTERNAL CONTROL

The Whistleblowing Incident Report will be submitted to the AC Chairperson (a non-executive board member) who will review and evaluate the Incident Report in an independent, fair and unbiased manner with respect to all parties involved and to provide protection for those who report in good faith of such allegations.

Below are the general steps that Yinson undertakes when a Whistleblowing report is being escalated:

1. Report alleged misconduct through any of the channels.
2. Report details with the option of being anonymous.
3. Initial investigation launched.
4. Incident Report prepared for the AC Chairperson, who is the senior independent, non-executive director.
5. AC Chairperson to review and decide on outcome.
6. Undertake necessary actions on investigation outcomes recommended by the AC Chairperson.
7. Communicate outcome to the whistleblower.

The Whistleblowing contact information are as follows:

Phone : +60111-662 2738 (English)
+55 21 972121193 (Portuguese)
Email : whistleblow@yinson.com
(Whistleblowing in other languages will also be accepted)

INTERNAL AUDIT & CONTROLS

The Group maintains an independent IA Department which updates the Board, through the AC, on the adequacy, effectiveness and efficiency of the Group's system of internal control and management information system. EY is being co-sourced with the internal audit engagements to attain business insights and gain access to competencies to support the control assessment needs of the Group's expanding operations.

The IA function adopts a risk-based approach when executing the internal audit plan, focusing on the Group's business units and functions. The IA function reports the outcome of its appraisal directly to the AC via internal audit reports. The IA function also conducts follow-up reviews on the status of Management's action plans.

BOARD'S COMMENTARY

For the financial year under review and up to the date of approval of this statement for inclusion in the annual report, the Board considers the system of risk management and internal controls described in this Statement to be satisfactory and has not resulted in any material loss, contingency or uncertainty, and risks are reasonably managed within the context of the Group's business environment. The Board is not aware and has not been made aware of any material weaknesses or lapses in the internal control system of the Group occurring within the financial year under review and up to the date of approval of this statement for inclusion in the annual report.

The Board has received assurance from the Group Chief Executive Officer and Group Chief Financial Officer that the Group's risk management and internal control system is operating adequately and effectively, in all material aspects, based on the risk management and internal control systems of the Group. The Board and MC also hereby confirm that having reviewed the audited financial statement for the financial year ended 31 January 2023, no adverse auditor opinion or material restatements was observed for the financial year ended 31 January 2023.

The Board and MC will continue to take measures to strengthen the Group's risk management and internal control system.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the Listing Requirements, the external auditors have reviewed this Statement pursuant to the scope set out in the Audit and Assurance Practice Guide ("AAPG") 3: Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants ("MIA"). AAPG 3 does not require the external auditors to consider whether this Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group including the assessment and opinion by the Board of Directors and management thereon. The external auditor is also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the annual report will, in fact, remedy the problems

This Statement on Risk Management and Internal Control was made in accordance with a resolution of the Board on 19 May 2023.

REPORT ON AUDIT COMMITTEE

The Board is pleased to present the Report on Audit Committee ("AC") for FYE 2023 in accordance with Paragraph 15.15 of the Bursa Securities Main Market Listing Requirements.

TERMS OF REFERENCE

The AC is formally constituted within the AC Terms of Reference, available on the Company's website at www.yinson.com.

COMPOSITION AND MEETINGS

The AC comprises Independent Non-Executive Directors, with all members having working familiarity with basic corporate finance and accounting practices. AC Chairman, Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon, is a member of the Malaysian Institute of Accountants and Malaysian Institute of Certified Public Accountants.

AC meetings are scheduled at least four (4) times a year with additional meetings scheduled as necessary. The AC met five (5) times in FYE 2023 as follows:

Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon
Chairman, Senior Independent Non-Executive Director Date of appointment : 11 August 2016
No. of meetings attended : 5/5 (100%)

Raja Datuk Zaharaton binti Raja Zainal Abidin
Member, Independent Non-Executive Director
Date of appointment : 11 August 2016
No. of meetings attended : 5/5 (100%)

Datuk Abdullah bin Karim
Member, Independent Non-Executive Director
Date of appointment : 16 October 2018
No. of meetings attended : 4/5 (80%)

Dato' Mohamad Nasir bin Ab Latif
Member, Independent Non-Executive Director
Date of appointment : 1 October 2020
No. of meetings attended : 5/5 (100%)

AC meeting notices, reports and papers, wherever possible, are uploaded to a digital meeting software and disseminated to AC members at least seven (7) days before meetings, providing the AC with relevant facts and analyses to facilitate effective discussion and decision-making processes.

At the meetings, the AC reviews risk management and internal control, financial reporting, business and corporate proposal, internal and external audit functions within the Group. Minutes of meetings are duly recorded by the Corporate Secretary.

To avoid conflicts of interest, AC members are required to declare interests that they may have in the subject matters arising during meetings. AC member who has conflicts of interest will be excluded from deliberations and decision-making in such matters, and will also abstain from voting on the related resolutions at AC/Board/general meetings of the Company.

SUMMARY OF WORK PERFORMED

In FYE 2023, the AC carried out its duties in accordance with its Terms of Reference and the activities are summarised as follows:

a) Risk Management and Internal Control

- Reviewed the adequacy and effectiveness of the Group's risk management, internal control system and management information system;
- Reviewed the extent of compliance with established internal policies, standards, plans, procedures, laws and regulations;
- Recommended to the Board steps to improve the system of internal control derived from the findings of the internal and external auditors; and
- Discussed and reviewed key risk profile.

REPORT ON AUDIT COMMITTEE

b) Financial Reporting

- Reviewed the unaudited quarterly financial results of the Group, prior to its release to Bursa Malaysia;
- Reviewed the annual audited financial statements of the Group together with external auditors' report, audit memo and management's response; and
- Reviewed the application of major accounting policies and practices to ensure that the Group's financial statements had been prepared in compliance with approved accounting standards.

c) Internal Audit

- Reviewed and approved the annual internal audit plan;
- Reviewed and approved adoption of Internal Audit Engagement Roadmap and Internal Audit Engagement Ecosystem
- Reviewed and approved the Group Internal Audit's staffing requirements and budget to ensure adequacy of resources and competencies of the department;
- Discussed with the internal auditors on its scope of work, functions, adequacy and competency of resources and co-ordination with external auditors;
- Conducted four (4) private sessions with internal auditors in March, June, September and December 2022 respectively, without the presence of Executive Directors and/or Management;
- Reviewed the reports prepared by the internal auditors on the state of internal control and efficiency of the audited coverage scope of the Group;
- Monitored the outcome of the audits and follow-up audits conducted to ascertain all agreed action plans were adequately implemented; and
- Assessed the performance of the IA function and reviewed its effectiveness in the audit process.

d) External Audit

- Discussed with the external auditors the annual audit plan, nature and scope of audit as well as audit procedures, prior to the commencement of audit;
- Conducted two (2) private sessions with external auditors in March 2022 and September 2022 respectively, without the presence of Executive Directors and/or Management;
- Reviewed the external auditors' audit findings for the financial year under review;
- Reviewed with the external auditors the SORMIC of the Group for inclusion in the Annual Report; and
- Reviewed the overall performance of the external auditors, including assessment of their independence, technical competency, resources and reasonableness of their audit fees and non-audit fees.

e) Other matters

- Prepared Report on AC for the Board which includes the composition of the AC, the reference to its terms of reference, number of meetings held, a summary of its works and a summary of the works of the Internal IA function for inclusion in the Annual Report;
- Reviewed and monitored the Recurrent Related Party Transactions; and
- Reviewed and recommended the dividend pay-out.

INTERNAL AUDIT FUNCTION

The Group's IA function is carried out via a co-sourcing engagement between the Group's in-house IA Department and EY. The IA function assists AC in its duties and responsibilities and is free from any relationships or conflicts of interest, thus retaining its objectivity and independence. IA Department and EY report directly to the AC on the adequacy and effectiveness of the Group's internal controls and area of improvement opportunities. The AC is aware that an independent and adequately resourced IA function is essential to obtain assurance on the effectiveness and efficiency of the system of internal control.

REPORT ON AUDIT COMMITTEE

The IA function performs internal audit reviews in accordance with the principles of the International Professional Practice Framework on internal auditing covering the conduct of the audit planning alongside with an in-house adopted Internal Audit Engagement Roadmap in the process of execution, documentations, communication of findings and consultation with key stakeholders on audit concerns and objectives.

The IA function carried out audits according to the internal audit plan which had been approved by the AC. Internal audits were carried out to provide assurance that internal controls are established and operating as intended to achieve effective and efficient operations while adhering to applicable policies, guidelines and procedures.

IA function conducted independent reviews and risk exposure evaluations relating to the operations and management information system. In performing such reviews, recommendations for improvements and enhancements to the existing internal control system and work processes were made.

During FYE 2023, a total of six (6) internal audit reports, incorporating audit findings, audit recommendations and management's responses, were issued to the AC and the Management of the respective business operations. The Management is responsible for ensuring that corrective and/or improvement actions are taken within the required timeframe and all findings identified by IA function are tracked and followed up on a quarterly basis with the status of the implementation reported to the AC accordingly.

The internal audit activities carried out in accordance with the approved internal audit plan for FYE 2023 were in the following areas:

Corporate (Finance)
- Data capturing processes analysis
- Critical accounting estimate verification
- Tax receivables recoupment status
- System tools effectiveness

Corporate (Enterprise Risk Management)
- Risk Management's maturity

Yinson GreenTech
- Strategic investment management
- Critical processes readiness

Yinson Production
- Procurement, Contracting and vendor registration management
- Local Content status
- HSEQ platform status

Yinson Renewables
- Project pipeline and solar plant management

In FYE 2023, the Chairman of the AC highlighted the key audit issues, and recommended the decision and resolutions made at the AC meetings for the approval of the Board.

The total cost incurred for maintaining the IA function for the financial year under review was approximately RM1.66 million.

This Report on AC was made in accordance with the approval of the Board on 19 May 2023.

STATEMENT ON DIRECTORS' RESPONSIBILITY

The Directors are required to prepare financial statements which give a true and fair view of the financial position of the Group and of the Company as at 31 January 2023, and of the results and cash flows of the Group and of the Company for the financial year then ended, in accordance with the requirements of Malaysia Financial Reporting Standards ("MFRS"), International Financial Reporting Standards ("IFRS") and the requirements of Companies Act 2016.

In preparing the financial statements, the Directors have:

- used appropriate accounting policies that are consistently applied;
- made judgments and estimates that are prudent and reasonable with advice from certain industry professionals where applicable;
- ensured that all applicable MFRS and IFRS reporting requirements have been followed; and
- prepared the financial statements on a going concern basis.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and of the Company.

The Directors are also responsible for safeguarding the assets of the Group and the Company by taking reasonable steps for preventing and detecting of fraud and other irregularities.

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Siti Nursyafiqah Binti Mohd Zizi, Age 14

DIRECTORS' REPORT

The Directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 January 2023.

Principal activities

The principal activities of the Company are investment holding and provision of management services. The principal activities of the subsidiaries, joint ventures and associates are disclosed in Note 48 to the financial statements.

Financial results

	Group RM million	Company RM million
Profit for the financial year	588	137
Attributable to:		
Owners of the Company	589	137
Non-controlling interests	(1)	-
	588	137

Dividends

Dividends paid and proposed since the end of the previous financial year are as follows:

	RM million
In respect of the financial year ended 31 January 2023:	
- Interim single tier dividend of 1.0 sen per share (declared on 22 September 2022 & paid on 16 December 2022)	29
In respect of the financial year ended 31 January 2022:	
- Final single tier dividend of 2.0 sen per share (declared on 29 March 2022 & paid on 30 August 2022)	58
	87

The Directors recommend a final single tier dividend of 1.0 sen per share in respect of the current financial year for shareholders' approval at the forthcoming Annual General Meeting.

If approved, the entitlement date and payment date for the dividend would be 3 August 2023 and 30 August 2023 respectively.

Reserves and provisions

All material transfers to or from reserves and provisions during the financial year are disclosed in the financial statements.

DIRECTORS' REPORT (CONT'D)

Issue of shares and debentures

During the financial year, the Company increased its issued and paid-up ordinary share capital from 1,101,346,473 to 3,053,725,384 by way of issuance of 4,388,400 new ordinary shares arising from the exercise of options under the Employees' Share Scheme as shown under Employees' Share Scheme below, bonus issue of 1,103,782,973 of 1 bonus share for every 1 existing ordinary share which was completed on 14 April 2022 ("Bonus Issue") and rights issue of 844,207,538 rights shares of 2 rights shares for every 5 existing ordinary shares which was completed on 28 June 2022 ("Rights Issue").

The exercise prices of options under the Employees' Share Scheme were as follows:

	Grant date			
	30.3.2018*	**27.2.2019**	**22.1.2020**	**28.9.2021**
Exercise prices of option (RM):				
- At grant date	3.65	4.00	6.00	4.67
- After Bonus Issue	-	2.00	3.00	2.34
- After Rights Issue	-	1.71	2.56	1.99

* *Lapsed before the Bonus Issue and Rights Issue.*

The new ordinary shares issued rank pari passu in all respects with the existing ordinary shares of the Company.

There were no new debentures issued during the financial year.

Treasury shares

During the financial year ended 31 January 2023, the Company repurchased 84,203,800 of its issued shares from the open market on Bursa Malaysia Securities Berhad ("Bursa Malaysia") for a total consideration paid of RM190,753,187, including transaction costs. The average price paid for the shares repurchased was approximately RM2.27 per share and was financed by internally generated funds. The shares repurchased are held as treasury shares in accordance to Section 127(4) of the Companies Act 2016. The increase in number of treasury shares totalling to 38,018,000 during the current financial year was contributed by the effect arising from Bonus Issue.

Details of the treasury shares are set out in Note 28 to the financial statements.

Employees' Share Scheme

On 3 November 2015, the Company obtained all required approvals and complied with the requirements pertaining to the establishment of Employees' Share Scheme ("ESS"). On 25 January 2018, the Board of Directors resolved to extend the ESS tenure for additional five (5) years till 2 November 2025 in accordance with the terms of the ESS By-Laws.

The Company had issued four offers of options with total of 6,048,000, 9,000,000, 3,740,000 and 4,740,000 options on 30 March 2018, 27 February 2019, 22 January 2020 and 28 September 2021 respectively to eligible employees of the Group, including Executive Directors of the Company with 3 vesting periods. At date of issuance, the options for unissued shares are exercisable at RM3.65 per share, RM4.00 per share, RM6.00 per share and RM4.67 per share respectively in 3 tranches upon fulfilling the vesting conditions and shall expire on 30 March 2022, 27 February 2023, 22 January 2024 and 28 September 2025 respectively.

During the financial year ended 31 January 2023, the second offer of options lapsed on 30 March 2022. The exercise prices for the remaining options for unissued shares were adjusted to RM2.00, RM3.00 and RM2.34 following the Bonus Issue and subsequently to RM1.71, RM2.56 and RM1.99 following the Rights Issue.

No options were granted to Directors during the financial year ended 31 January 2023.

DIRECTORS' REPORT (CONT'D)

Employees' Share Scheme (continued)

The aggregate maximum number of options granted to the Directors and Senior Management shall not be more than 80% of the Scheme Shares available under the ESS. Since commencement of the ESS to financial year ended 31 January 2023, 8.10% of Scheme Shares available under the ESS were allotted to the Directors and Senior Management of the Company.

The salient features and other terms of the ESS are disclosed in Note 29(a) to the financial statements. The impact to ESS arising from the Bonus Issue and Rights Issue is disclosed in Note 29(d).

The number of unissued shares granted under the ESS during the financial year and the number of unissued shares outstanding at the end of the financial year are as follows:

	Number of options over unissued ordinary shares					
	Outstanding as at 1.2.2022	Bonus Issue	Rights Issue	Exercised	Lapsed	Outstanding as at 31.1.2023
Date of offer						
30 March 2018						
- first tranche	220,000	-	-	(110,000)	(110,000)	-
- second tranche	1,018,600	-	-	(833,600)	(185,000)	-
- third tranche	1,379,200	-	-	(1,193,900)	(185,300)	-
	2,617,800	-	-	(2,137,500)	(480,300)	-
Date of offer						
27 February 2019						
- first tranche	1,336,500	1,336,500	433,677	(161,700)	(93,010)	2,851,967
- second tranche	2,218,300	1,984,700	648,247	(473,300)	(93,254)	4,284,693
- third tranche	2,782,800	2,717,400	821,265	(1,488,500)	(95,087)	4,737,878
	6,337,600	6,038,600	1,903,189	(2,123,500)	(281,351)	11,874,538
Date of offer						
22 January 2020						
- first tranche	1,091,600	1,031,600	333,258	-	(261,520)	2,194,938
- second tranche	1,061,700	1,001,700	323,360	-	(191,588)	2,195,172
- third tranche	1,091,700	1,031,700	333,292	-	(261,520)	2,195,172
	3,245,000	3,065,000	989,910	-	(714,628)	6,585,282
Date of offer						
28 September 2021						
- first tranche	1,500,000	1,500,000	489,985	(127,400)	(133,243)	3,229,342
- second tranche	1,500,000	1,500,000	489,985	-	(133,243)	3,356,742
- third tranche	1,500,000	1,500,000	489,985	-	(133,243)	3,356,742
	4,500,000	4,500,000	1,469,955	(127,400)	(399,729)	9,942,826

No person to whom the option for unissued share has been granted as disclosed above has any right to participate by virtue of the option in any share issue of any other company.

DIRECTORS' REPORT (CONT'D)

Employees' Long-term Incentive Plan

On 26 June 2019, the Board of Directors of the Company approved an Employees' Long-term Incentive Plan ("LTIP"). The LTIP is governed by the By-Laws of the ESS approved by the shareholders on 3 November 2015. On 25 March 2020, the terms and conditions of the LTIP were finalised and approved by the Board of Directors. On 3 August 2020, the LTIP was granted to the eligible employees and executive director of the Group. The LTIP is administered by the Employees' Share Scheme Committee.

Under the LTIP, awards to eligible employees and an executive director of the Group can be made either through the Share Award Scheme (award of ordinary shares in the Company ("Yinson Shares")) or Performance Bonus Scheme (bonus payout in cash).

The Share Award Scheme component under the LTIP (which is under the ESS) shall expire on 2 November 2025. Pursuant to Clause 21.1 of the by-laws of the ESS (hereinafter "By-Laws"), the ESS Committee may, in its sole discretion, settle any unvested Yinson Shares by way of equity settlement or cash settlement prior to the termination of the ESS or expiry of the LTIP. Any unvested Yinson Shares shall automatically lapse and cease to be capable of vesting in the event the ESS expires or terminates in accordance with the terms of the By-Laws.

During the financial year ended 31 January 2023, there were no awards granted to the eligible employees and executive director of the Group.

The salient features and other terms of the LTIP are disclosed in Note 29(b) to the financial statements. The impact to LTIP arising from the Bonus Issue and Rights Issue is disclosed in Note 29(d).

Directors

The Directors in office during the financial year and during the period from the end of the financial year to the date of this report are:

Lim Han Weng
Lim Chern Yuan
Bah Kim Lian
Lim Han Joeh
Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon
Dato' Mohamad Nasir bin Ab Latif
Raja Datuk Zaharaton binti Raja Zainal Abidin
Datuk Abdullah bin Karim
Rohaya binti Mohammad Yusof
Sharifah Munira bt. Syed Zaid Albar
Gregory Lee

By way of relief order dated 5 May 2023 granted by the Companies Commission of Malaysia, the names of Directors of subsidiaries as required under Section 253(2) of the Malaysian Companies Act 2016 have not been disclosed in this Directors' Report. Their names are set out in the respective subsidiaries' Directors' Report or financial statements and the said information is deemed incorporated herein by such reference and shall form part hereof.

Directors' benefits

Neither during nor at the end of the financial year was the Company or any of its subsidiaries a party to any arrangements whose objects was to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate other than share options granted under the ESS.

DIRECTORS' REPORT (CONT'D)

Directors' benefits (continued)

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than benefits shown in table below and under Directors' Remuneration below) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Related companies controlled by certain Directors:				
- purchase of vehicles	1	-	-	-
- service fee charges	1	-	-	-

Directors' and officers' indemnity and insurance costs

During the financial year, the total amount of indemnity coverage for Directors and Officers ("D&O") of the Group and of the Company was RM1.3 billion. The premium borne by the Company and the Group for the D&O coverage during the financial year was RM2 million.

Directors' remuneration

Details of Directors' remuneration are as follows:

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Executive directors' remuneration:				
- Salaries and bonuses	12	10	12	10
- Contributions to defined contribution plan	2	2	2	2
- Share-based payments	(10)	18	(10)	18
- Other emoluments	1	-	1	-
	5	30	5	30
Non-executive directors' remuneration:				
- Fees	2	2	2	2
Total directors' remuneration	7	32	7	32

Fees for executive directors and other emoluments for non-executive directors are not disclosed as the amounts are, in aggregate, below RM1 million.

DIRECTORS' REPORT (CONT'D)

Directors' interests

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, none of the Directors who held office at the end of the financial year held any shares or options over unissued shares or debentures in the Company or its subsidiaries during the financial year except as follows:

	Number of ordinary shares					
	1.2.2022	Acquired	Bonus Issue	Rights Issue#	Transferred*	31.1.2023
Shares in the Company						
Direct interest:						
Lim Han Weng	18,878,530	466,700	19,345,230	22,391,817	(21,316,800)	39,765,477
Bah Kim Lian	3,496,503	-	3,496,503	2,838,994	-	9,832,000
Lim Han Joeh	48,896,976	-	48,896,976	39,117,580	-	136,911,532
Lim Chern Yuan	541,200	400,000	941,200	757,660	-	2,640,060
Indirect interest:						
Lim Han Weng [1]	225,667,370	1,498,400	226,140,770	189,722,963	21,316,800	664,346,303
Bah Kim Lian [2]	217,944,597	940,100	218,884,697	184,366,086	-	622,135,480

[1] Deemed interested by virtue of his spouse's and children's direct shareholdings in the Company pursuant to Section 59(11)(c) of the Companies Act 2016 ("CA 2016") and Liannex Corporation (S) Pte Ltd's and Yinson Legacy Sdn Bhd's direct shareholding in the Company pursuant to Section 8(4) of the CA 2016.

[2] Deemed interested by virtue of her spouse's and children's direct shareholdings in the Company pursuant to Section 59(11)(c) of the CA 2016 and Yinson Legacy Sdn Bhd's direct shareholding in the Company pursuant to Section 8(4) of the CA 2016.

\# Subscription of ordinary shares pursuant to Rights Issue with free detachable Warrant.

* Change of interest due to the transfer of 21,316,800 shares to Yinson Legacy Sdn Bhd, a company where he is deemed interested pursuant to Section 8(4) of the CA 2016.

	Number of options over unissued ordinary shares				
	1.2.2022	Bonus Issue	Rights Issue#	Exercised	31.1.2023
Employee Share Options in the Company					
Direct interest:					
Lim Han Weng	4,116,700	3,650,000	1,208,423	(466,700)	8,508,423
Lim Chern Yuan	1,400,000	1,000,000	331,074	(400,000)	2,331,074
Indirect interest:					
Lim Han Weng [1]	1,806,800	1,333,400	441,454	(473,400)	3,108,254
Bah Kim Lian [2]	5,923,500	4,983,400	1,649,877	(940,100)	11,616,677

[1] *Indirect interest held through his children.*

[2] *Indirect interest held through her spouse and children.*

\# *Adjusted pursuant to the Employees' Share Scheme 2015 By-Laws arising from the Rights Issue with free detachable warrants.*

DIRECTORS' REPORT (CONT'D)

Directors' interests (continued)

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, none of the Directors who held office at the end of the financial year held any shares or options over unissued shares or debentures in the Company or its subsidiaries during the financial year except as follows: (continued)

	Number of options over unissued ordinary shares			
	1.2.2022	Issued#	Acquired	31.1.2023
Warrants in the Company				
Direct interest:				
Lim Han Weng	-	9,596,491	3,775,000	13,371,491
Bah Kim Lian	-	1,216,711	-	1,216,711
Lim Han Joeh	-	16,764,676	-	16,764,676
Lim Chern Yuan	-	324,710	-	324,710
Indirect interest:				
Lim Han Weng (1)	-	81,309,833	4,737,400	86,047,233
Bah Kim Lian (2)	-	79,014,028	4,425,000	83,439,028

(1) *Deemed interested by virtue of his spouse's and children's direct warrant holdings in the Company pursuant to Section 59(11)(c) of the Companies Act 2016 ("CA 2016") and Liannex Corporation (S) Pte Ltd's and Yinson Legacy Sdn Bhd's direct warrant holdings in the Company pursuant to Section 8(4) of the CA 2016.*

(2) *Deemed interested by virtue of her spouse's and children's direct warrant holdings in the Company pursuant to Section 59(11)(c) of the CA 2016 and Yinson Legacy Sdn Bhd's direct warrant holdings in the Company pursuant to Section 8(4) of the CA 2016.*

\# *Free detachable Warrants on the basis of 3 Warrants for every 7 Rights Shares subscribed under the Rights Issue.*

Lim Han Weng and Bah Kim Lian by virtue of their interests in shares in the Company are also deemed interested in shares of all the Company's subsidiaries to the extent the Company has an interest.

None of the non-executive directors were granted any options pursuant to the ESS or awards pursuant to the LTIP during the financial year.

Other statutory information

Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:

(a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and

(b) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company have been written down to an amount which the current assets might be expected so to realise.

DIRECTORS' REPORT (CONT'D)

Other statutory information (continued)

At the date of this report, the Directors are not aware of any circumstances:

(a) which would render the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or

(b) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or

(c) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

As at the date of this report, there does not exist:

(a) any charge on the assets of the Group and of the Company which have arisen since the end of the financial year which secures the liabilities of any other person; or

(b) any contingent liability of the Group and of the Company which have arisen since the end of the financial year.

No contingent or other liability of any company in the Group has become enforceable, or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Directors, will or may affect the ability of the Company and its subsidiaries to meet their obligations when they fall due.

At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the respective financial statements misleading.

In the opinion of the Directors:

(a) the results of operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature, other than as disclosed in the financial statements under Note 8 and Note 9; and

(b) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made, other than as disclosed in the financial statements under Note 49.

DIRECTORS' REPORT (CONT'D)

Subsidiaries

Details of subsidiaries are set out in Note 48 to the financial statements.

Auditors' remuneration

Details of statutory audit and audit-related services provided by the auditors, PricewaterhouseCoopers PLT, and its member firms are set out in the following table:

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Audit fees	5	3	1	-
Non-audit fees	3	1	1	-

Auditors

The auditors, PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), have expressed their willingness to accept re-appointment as auditors.

This report was approved by the Board of Directors on 19 May 2023. Signed on behalf of the Board of Directors:

Lim Han Weng
Director

Lim Chern Yuan
Director

STATEMENT BY DIRECTORS

Pursuant to Section 251(2) of the Companies Act 2016

We, Lim Han Weng and Lim Chern Yuan, being two of the Directors of Yinson Holdings Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 177 to 319 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 January 2023 and financial performance of the Group and of the Company for the financial year ended 31 January 2023 in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of Companies Act 2016 in Malaysia.

Signed on behalf of the Board of Directors in accordance with a resolution dated 19 May 2023.

Lim Han Weng
Director

Lim Chern Yuan
Director

STATUTORY DECLARATION

Pursuant to Section 251(1) of the Companies Act 2016

I, Guillaume Francois Jest, being the officer primarily responsible for the financial management of Yinson Holdings Berhad, do solemnly and sincerely declare that, the accompanying financial statements set out on pages 177 to 319 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared)
by the abovenamed)
Guillaume Francois Jest)
at Kuala Lumpur)
on 19 May 2023) Guillaume Francois Jest

Before me,

Commissioner for Oaths

INCOME STATEMENTS

For the financial year ended 31 January 2023

	Note	Group 2023 RM million	Group 2022 RM million	Company 2023 RM million	Company 2022 RM million
Revenue	6 & 42	6,324	3,607	73	185
Cost of sales	7	(4,497)	(2,299)	-	-
Gross profit		1,827	1,308	73	185
Other items of income					
Interest income		42	23	8	3
Other income	8	55	78	309	2
Other items of expenses					
Administrative expenses	9	(476)	(312)	(133)	(105)
Finance costs	12	(577)	(388)	(115)	(62)
Share of (loss)/profit of joint ventures		(3)	10	-	-
Share of loss of associates		(13)	(3)	-	-
Profit before tax		855	716	142	23
Income tax expense	13	(267)	(192)	(5)	(2)
Profit for the financial year		588	524	137	21
Attributable to:					
Owners of the Company		589	401	137	21
Non-controlling interests		(1)	123	-	-
		588	524	137	21
Earnings per share (EPS) attributable to ordinary equity holder of the Company *		Sen	Sen (Restated)		
Basic EPS	14(a)	16.7	10.9		
Diluted EPS	14(b)	16.7	10.9		

* *For comparative purpose, the basic and diluted earnings per share for the year ended 31 January 2022 had been adjusted to reflect the bonus Issue of 1 bonus share for every 1 existing ordinary share which was completed on 14 April 2022, 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. Please refer to Note 14 for further details.*

The notes on pages 189 to 319 are an integral part of these financial statements.

STATEMENTS OF COMPREHENSIVE INCOME

For the financial year ended 31 January 2023

	Note	Group 2023 RM million	Group 2022 RM million	Company 2023 RM million	Company 2022 RM million
Profit for the financial year		588	524	137	21
Other comprehensive income/(loss):					
Items that will be reclassified subsequently to profit or loss:					
- Cash flows hedge reserve		405	134	-	-
- Exchange differences on translation of foreign operations		(9)	144	-	-
- Gain from net investment hedge		65	-	-	-
- Put option reserve		(4)	(7)	-	-
- Reclassification of changes in fair value of cash flow hedges	12	(10)	66	-	-
Other comprehensive income for the financial year		447	337	-	-
Total comprehensive income for the financial year		1,035	861	137	21
Attributable to:					
Owners of the Company		939	682	137	21
Non-controlling interests		96	179	-	-
		1,035	861	137	21

The notes on pages 189 to 319 are an integral part of these financial statements.

STATEMENTS OF FINANCIAL POSITION

As at 31 January 2023

	Note	Group 2023 RM million	Group 2022 RM million	Company 2023 RM million	Company 2022 RM million
Assets					
Non-current assets					
Property, plant and equipment	16	4,271	3,822	10	15
Investment properties	17	15	15	-	-
Intangible assets	18	251	297	5	4
Investment in subsidiaries	19	-	-	4,516	2,710
Investment in joint ventures	20	359	419	-	120
Investment in associates	21	111	125	-	-
Trade and other receivables	24	117	89	330	393
Other assets	25	28	240	-	-
Derivatives	36	340	-	-	-
Finance lease receivables	33(a)	1,998	2,082	-	-
Deferred tax assets	34	35	3	-	-
Contract assets	6(b)	8,219	4,517	-	-
		15,744	11,609	4,861	3,242
Current assets					
Inventories	23	25	1	-	-
Trade and other receivables	24	802	555	126	88
Other assets	25	738	78	11	5
Finance lease receivables	33(a)	97	89	-	-
Derivatives	36	69	-	-	-
Other investments	22	153	14	51	-
Cash and bank balances	26	1,507	2,859	121	335
Contract assets	6(b)	124	-	-	-
		3,515	3,596	309	428
Total assets		19,259	15,205	5,170	3,670

STATEMENTS OF FINANCIAL POSITION (CONT'D)

As at 31 January 2023

	Note	Group 2023 RM million	Group 2022 RM million	Company 2023 RM million	Company 2022 RM million
Equity and liabilities					
Equity					
Share capital	27	2,220	1,134	2,220	1,134
Treasury shares	28	(369)	(178)	(369)	(178)
Reserves	30	551	86	134	36
Retained earnings	31	1,730	1,364	666	621
Equity attributable to owners of the Company		4,132	2,406	2,651	1,613
Perpetual securities	44	1,792	1,848	358	-
Non-controlling interests		534	486	-	-
Total equity		6,458	4,740	3,009	1,613
Non-current liabilities					
Loans and borrowings	32	8,348	8,110	996	995
Lease liabilities	33(b)	68	9	-	2
Trade and other payables	35	465	511	880	816
Derivatives	36	-	20	-	-
Deferred tax liabilities	34	330	192	-	-
		9,211	8,842	1,876	1,813
Current liabilities					
Loans and borrowings	32	1,236	648	25	8
Lease liabilities	33(b)	21	14	2	3
Trade and other payables	35	2,218	808	255	233
Derivatives	36	2	3	-	-
Put option liability	30(e)	62	126	-	-
Tax payables		51	24	3	-
		3,590	1,623	285	244
Total liabilities		12,801	10,465	2,161	2,057
Total equity and liabilities		19,259	15,205	5,170	3,670

The notes on pages 189 to 319 are an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 31 January 2023

Group	Attributable to owners of the Company												
	Share capital RM million (Note 27)	Treasury shares RM million (Note 28)	Foreign currency translation reserve RM million (Note 30 (a))	Cash flows hedge reserve RM million (Note 30 (b))	Share-based option reserve RM million (Note 30 (c))	Share grant reserve RM million (Note 30 (d))	Put option reserve RM million (Note 30 (e))	Warrants reserve RM million (Note 30 (f))	Retained earnings RM million (Note 31)	Total RM million	Perpetual securities RM million (Note 44)	Non-controlling interests RM million	Total equity RM million
2023													
At 1 February 2022	1,134	(178)	206	(30)	10	26	(126)	-	1,364	2,406	1,848	486	4,740
Profit for the financial year	-	-	-	-	-	-	-	-	589	589	-	(1)	588
Other comprehensive income	-	-	46	308	-	-	(4)	-	-	350	-	97	447
Total comprehensive income	-	-	46	308	-	-	(4)	-	589	939	-	96	1,035
Transactions with owners													
Paid and accrued perpetual securities distribution by subsidiaries	-	-	-	-	-	-	-	-	(137)	(137)	-	-	(137)
Issue of perpetual securities	-	-	-	-	-	-	-	-	-	-	358	-	358
Redemption of perpetual securities	-	-	(51)	-	-	-	-	-	-	(51)	(414)	-	(465)
Changes in a subsidiary's shareholding	-	-	-	-	-	-	-	-	-	-	-	16	16
Cash dividends to owners of the Company (Note 15)	-	-	-	-	-	-	-	-	(87)	(87)	-	-	(87)
Cash dividends to non-controlling interests	-	-	-	-	-	-	68	-	-	68	-	(70)	(2)
Rights issue, net of transaction costs	1,070	-	-	-	-	-	-	110	-	1,180	-	-	1,180
Exercise of ESS	16	-	-	-	(3)	-	-	-	-	13	-	-	13
Issuance of ESS	-	-	-	-	2	-	-	-	-	2	-	-	2
ESS lapsed	-	-	-	-	(1)	-	-	-	1	-	-	-	-
Effect of Long-term Incentive Plan	-	-	-	-	-	(10)	-	-	-	(10)	-	-	(10)
Purchase of treasury shares	-	(191)	-	-	-	-	-	-	-	(191)	-	-	(191)
Non-controlling interest on acquisition of a subsidiary	-	-	-	-	-	-	-	-	-	-	-	1	1
Transactions with non-controlling interests (Note 46)	-	-	-	-	-	-	-	-	-	-	-	5	5
Total transactions with owners	1,086	(191)	(51)	-	(2)	(10)	68	110	(223)	787	(56)	(48)	683
At 31 January 2023	2,220	(369)	201	278	8	16	(62)	110	1,730	4,132	1,792	534	6,458

The notes on pages 189 to 319 are an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY (CONT'D)

For the financial year ended 31 January 2023

Group	Attributable to owners of the Company											
	Share capital RM million (Note 27)	Treasury shares RM million (Note 28)	Foreign currency translation reserve RM million (Note 30 (a))	Cash flows hedge reserve RM million (Note 30 (b))	Share-based option reserve RM million (Note 30 (c))	Share grant reserve RM million (Note 30 (d))	Put option reserve RM million (Note 30 (e))	Retained earnings RM million (Note 31)	Total RM million	Perpetual securities RM million (Note 44)	Non-controlling interests RM million	Total equity RM million
2022												
At 1 February 2021	1,126	(174)	77	(189)	8	8	(181)	1,164	1,839	1,848	339	4,026
Profit for the financial year	-	-	-	-	-	-	-	401	401	-	123	524
Other comprehensive income	-	-	129	159	-	-	(7)	-	281	-	56	337
Total comprehensive income	-	-	129	159	-	-	(7)	401	682	-	179	861
Transactions with owners												
Paid and accrued perpetual securities distribution by subsidiaries	-	-	-	-	-	-	-	(138)	(138)	-	-	(138)
Cash dividends to owners of the Company (Note 15)	-	-	-	-	-	-	-	(64)	(64)	-	-	(64)
Cash dividends to non-controlling interests	-	-	-	-	-	-	62	-	62	-	(62)	-
Exercise of ESS	8	-	-	-	(1)	-	-	-	7	-	-	7
Issuance of ESS	-	-	-	-	4	-	-	-	4	-	-	4
ESS lapsed	-	-	-	-	(1)	-	-	1	-	-	-	-
Effect of Long-term Incentive Plan	-	-	-	-	-	18	-	-	18	-	-	18
Capital contribution from non-controlling interests (Note 35(c)(ii))	-	-	-	-	-	-	-	-	-	-	30	30
Purchase of treasury shares	-	(4)	-	-	-	-	-	-	(4)	-	-	(4)
Total transactions with owners	8	(4)	-	-	2	18	62	(201)	(115)	-	(32)	(147)
At 31 January 2022	1,134	(178)	206	(30)	10	26	(126)	1,364	2,406	1,848	486	4,740

Company	Attributable to owners of the Company								
	Share capital RM million (Note 27)	Treasury shares RM million (Note 28)	Share-based option reserve RM million (Note 30 (c))	Share grant reserve RM million (Note 30 (d))	Warrants reserve RM million (Note 30 (f))	Retained earnings RM million (Note 31)	Total RM million	Perpetual securities RM million	Total equity RM million
2023									
At 1 February 2022	1,134	(178)	10	26	-	621	1,613	-	1,613
Total comprehensive income	-	-	-	-	-	137	137	-	137
Transactions with owners									
Cash dividends (Note 15)	-	-	-	-	-	(87)	(87)	-	(87)
Paid and accrued perpetual securities distribution by subsidiaries	-	-	-	-	-	(6)	(6)	-	(6)
Issue of perpetual securities	-	-	-	-	-	-	-	358	358
Exercise of ESS	16	-	(3)	-	-	-	13	-	13
Issuance of ESS	-	-	2	-	-	-	2	-	2
ESS lapsed	-	-	(1)	-	-	1	-	-	-
Effect of Long-term Incentive Plan	-	-	-	(10)	-	-	(10)	-	(10)
Purchase of treasury shares	-	(191)	-	-	-	-	(191)	-	(191)
Rights issue, net of transaction costs	1,070	-	-	-	110	-	1,180	-	1,180
Total transactions with owners	1,086	(191)	(2)	(10)	110	(92)	901	358	1,259
At 31 January 2023	2,220	(369)	8	16	110	666	2,651	358	3,009
2022									
At 1 February 2021	1,126	(174)	8	8	-	663	1,631	-	1,631
Total comprehensive income	-	-	-	-	-	21	21	-	21
Transactions with owners									
Cash dividends (Note 15)	-	-	-	-	-	(64)	(64)	-	(64)
Exercise of ESS	8	-	(1)	-	-	-	7	-	7
Issuance of ESS	-	-	4	-	-	-	4	-	4
ESS lapsed	-	-	(1)	-	-	1	-	-	-
Effect of Long-term Incentive Plan	-	-	-	18	-	-	18	-	18
Purchase of treasury shares	-	(4)	-	-	-	-	(4)	-	(4)
Total transactions with owners	8	(4)	2	18	-	(63)	(39)	-	(39)
At 31 January 2022	1,134	(178)	10	26	-	621	1,613	-	1,613

The notes on pages 189 to 319 are an integral part of these financial statements.

STATEMENTS OF CASH FLOWS

For the financial year ended 31 January 2023

	Note	Group 2023 RM million	Group 2022 RM million (Restated)	Company 2023 RM million	Company 2022 RM million
Cash flows from operating activities					
Profit before tax		855	716	142	23
Adjustments for:					
Depreciation of property, plant and equipment	16	276	250	6	6
Amortisation of intangible assets	18	57	55	2	3
Impairment loss on:					
- trade receivables	24(a)	-	3	-	-
- amounts due from subsidiaries	24(b)	-	-	7	12
- investment in subsidiaries	19	-	-	33	3
- investment in an associate	21	8	-	-	-
- plant and equipment	16	117	3	-	-
Bad debts written off	9	1	7	2	-
Property, plant and equipment written off	9 & 16	1	1	-	-
Unrealised loss/(gain) on foreign exchange		53	(23)	7	-
Finance costs	12	577	388	115	62
Fair value loss/(gain) on:					
- other investments		5	29	(1)	-
(Gain)/loss on disposal/liquidation of:					
- plant and equipment		(22)	-	-	-
- other investments		-	1	-	-
- subsidiaries		(13)	-	(49)	-
- joint ventures		-	-	(257)	-
Share of loss/(profit) of joint ventures		3	(10)	-	-
Share of loss of associates		13	3	-	-
Equity settled share-based payment transaction	10	(8)	22	-	8
Other payables and provisions written back	8	-	(21)	-	-
Finance lease income	6 & 8	(362)	(343)	-	-
Interest income		(47)	(23)	(8)	(3)
Operating cash flows before working capital changes - carried forward		1,514	1,058	(1)	114

STATEMENTS OF CASH FLOWS (CONT'D)

For the financial year ended 31 January 2023

	Note	Group 2023 RM million	Group 2022 RM million (Restated)	Company 2023 RM million	Company 2022 RM million
Operating cash flows before working capital changes - brought forward		1,514	1,058	(1)	114
Changes in working capital					
Inventories		(25)	3	-	-
Receivables		(381)	45	22	30
Other current assets		(99)	(102)	-	-
Payables		1,236	(99)	27	(19)
Contract assets		(3,913)	(2,206)	-	-
Cash flows (used in)/generated from operations		(1,668)	(1,301)	48	125
Finance lease payments received		493	396	-	-
Interest received		85	23	8	3
Finance costs paid		(5)	(11)	-	(1)
Taxes paid		(130)	(94)	(2)	-
Net cash flows (used in)/generated from operating activities		(1,225)	(987)	54	127
Cash flows from investing activities					
Dividends received from joint ventures	20(i)	49	47	-	-
Repayment of advances from joint ventures		-	27	-	-
Investment in subsidiaries		-	-	(1,415)	(702)
Investment in joint ventures		(1)	(12)	-	-
Investment in associates		(8)	(128)	-	-
Loan to an associate	24 & 37(a)	(9)	-	-	-
Proceeds from disposal of subsidiaries		1	-	-	-
Proceeds from disposal of property, plant and equipment		67	8	-	-
Proceeds from disposal of other investments		74	106	-	4
Acquisition of subsidiary, net of cash and cash equivalents	45(iv) & (viii)	(4)	-	-	-
Purchase of other investments		(227)	(75)	(130)	-
Purchase of intangible assets	18	(4)	(1)	(3)	(1)
Purchase of property, plant and equipment	16(a)	(687)	(33)	(1)	(3)
Placement in fixed deposits		-	(83)	-	-
Proceeds from partial redemption of other investment		81	85	80	-
Deposits paid for acquisition of property, plant and equipment		(122)	(13)	-	-
Deposits paid for acquisition of vessels	24(b)(i) & 25(b)	(306)	(21)	-	-
Deposits received for acquisition of a vessel	35(d)(ii)	55	-	-	-
Net cash flows used in investing activities		(1,041)	(93)	(1,469)	(702)

STATEMENTS OF CASH FLOWS (CONT'D)

For the financial year ended 31 January 2023

	Note	Group		Company	
		2023 RM million	2022 RM million (Restated)	2023 RM million	2022 RM million
Cash flows from financing activities					
Dividends paid to owners of the Company	15	(87)	(64)	(87)	(64)
Proceeds from rights issue, net of transaction costs		1,180	-	1,180	-
Dividends paid to non-controlling interests	19(b)	(70)	(62)	-	-
Proceeds of loans from non-controlling interests		-	171	-	-
Advances from subsidiaries		-	-	46	20
Repayment of advances to subsidiaries		-	-	(10)	-
Finance costs paid *		(461)	(270)	(115)	(52)
Drawdown of loans and borrowings		1,588	5,038	17	1,002
Repayment of loans and borrowings		(920)	(2,700)	-	(8)
Repayment of lease liabilities		(23)	(16)	(3)	(3)
Proceeds from issuance of perpetual securities		358	-	358	-
Redemption of perpetual securities		(465)	-	-	-
Perpetual securities distribution paid		(141)	(138)	-	-
Purchase of treasury shares	28	(191)	(4)	(191)	(4)
Proceeds from equity-settled share-based options		13	7	13	7
Net cash flows generated from financing activities		781	1,962	1,208	898
Net (decrease)/increase in cash and cash equivalents		(1,485)	882	(207)	323
Effects of foreign exchange rate changes		132	72	(5)	3
Cash and cash equivalents at beginning of financial year		2,775	1,821	333	7
Cash and cash equivalents at end of financial year	26	1,422	2,775	121	333

* *Included in the Group's finance cost paid is finance cost relating to interest rate swaps of RM10 million received in the current financial year and RM66 million paid in the previous financial year.*

STATEMENTS OF CASH FLOWS (CONT'D)

For the financial year ended 31 January 2023

Reconciliation of liabilities arising from financing activities

Group	Note	Loans and borrowings RM million	Lease liabilities RM million	Total RM million
At 1 February 2021		6,106	27	6,133
Cash inflows/(outflows)				
Finance costs paid		(202)	(2)	(204)
Drawdown		5,038	-	5,038
Repayment		(2,700)	(16)	(2,716)
Other changes				
Finance costs	12	304	2	306
Additions to lease liabilities		-	12	12
Foreign exchange movement		212	-	212
At 31 January 2022 and 1 February 2022	32 & 33(b)	8,758	23	8,781
Cash inflows/(outflows)				
Finance costs paid		(465)	(6)	(471)
Drawdown		1,588	-	1,588
Repayment		(920)	(23)	(943)
Other changes				
Commitment fees		18	-	18
Finance costs	12	568	6	574
Additions to lease liabilities		-	89	89
Foreign exchange movement		37	-	37
At 31 January 2023	32 & 33(b)	9,584	89	9,673

STATEMENTS OF CASH FLOWS (CONT'D)

For the financial year ended 31 January 2023

Reconciliation of liabilities arising from financing activities (continued)

Company	Note	Amounts due to subsidiaries RM million	Loans and borrowings RM million	Lease liabilities RM million	Total RM million
At 1 February 2021		1,017	-	8	1,025
Cash inflows/(outflows)					
Finance costs paid		(52)	-	-	(52)
Drawdown		-	1,002	-	1,002
Repayment		-	(8)	(3)	(11)
Advances		20	-	-	20
Changes in working capital within operating activities		(40)	-	-	(40)
Other changes					
Finance costs	12	52	10	-	62
Contra of amounts owing from subsidiaries		(2)	-	-	(2)
Foreign exchange movement		17	(1)	-	16
At 31 January 2022 and 1 February 2022	35, 32 & 33(b)	1,012	1,003	5	2,020
Cash inflows/(outflows)					
Finance costs paid		(58)	(57)	-	(115)
Drawdown		-	17	-	17
Repayment		-	-	(3)	(3)
Advances		46	-	-	46
Repayment of advances		(10)	-	-	(10)
Changes in working capital within operating activities		31	1	-	32
Other changes					
Finance costs	12	58	57	-	115
Foreign exchange movement		4	-	-	4
At 31 January 2023	35, 32 & 33(b)	1,083	1,021	2	2,106

The notes on pages 189 to 319 are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 January 2023

1. Corporate information

Yinson Holdings Berhad (the "Company") is a public limited liability company, incorporated and domiciled in Malaysia, and is listed and quoted on the Main Market of Bursa Malaysia Securities Berhad. The registered office and principal place of business of the Company is Level 16, Menara South Point, Mid Valley City, Medan Syed Putra Selatan, 59200 Kuala Lumpur.

The principal activities of the Company are investment holding and provision of management services.

The principal activities of the subsidiaries, joint ventures and associates are disclosed in Note 48 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

The financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency. Unless otherwise indicated, the amounts in these financial statements have been rounded to the nearest million.

2. Summary of significant accounting policies

Unless otherwise stated, the following accounting policies have been applied consistently in dealing with items that are considered material in relation to the financial statements.

2.1 Basis of preparation

The financial statements of the Group and Company have been prepared in accordance with the Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards ("IFRS") and the requirements of the Companies Act 2016 in Malaysia.

The financial statements have been prepared under the historical cost convention unless otherwise indicated in this summary of significant accounting policies.

The preparation of financial statements in conformity with MFRS and IFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reported period. It also requires Directors to exercise their judgement in the process of applying the Group's and Company's accounting policies. Although these estimates and judgements are based on the Directors' best knowledge of current events and actions, actual results may differ. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 5.

Going concern

As at 31 January 2023, the Group's current liabilities exceeded their current assets by RM75 million. As disclosed in Note 41(c), the Group has the continued availability of undrawn borrowing facilities and perpetual securities required to support its current level of operations, and expects that it has sufficient liquidity to meet its liabilities for at least twelve months from the date of these financial statements. Accordingly, these financial statements are prepared on a going concern basis.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.2 Consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at 31 January 2023. Control is achieved when the Group is exposed, or has rights to, variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee, if and only if, the Group has:

(i) power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);

(ii) exposure or rights to variable returns from its involvement with the investee; and

(iii) the ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights in an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

(i) the contractual arrangement with the other vote holders of the investee;

(ii) rights arising from other contractual arrangements; and

(iii) the Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the financial year are included in the consolidated financial statements of the Group from the date the Group gains control or until the date the Group ceases to control the subsidiary respectively.

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the owners of the Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Transactions with non-controlling interests that do not result in loss of control are accounted for as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between carrying amounts of the controlling and non-controlling interests to reflect their relative interest in the subsidiary. Any difference between the amount of adjustment to non-controlling interests and any consideration paid or received is recognised in equity attributable to owners of the Company.

If the Group loses control over a subsidiary, it:

(i) derecognises the assets (including goodwill) and liabilities of the subsidiary;

(ii) derecognises the carrying amount of any non-controlling interests;

(iii) derecognises the cumulative translation differences recorded in equity;

(iv) recognises the fair value of the consideration received;

(v) recognises the fair value of any investment retained;

(vi) recognises any surplus or deficit in profit or loss; and

(vii) reclassifies the parent's share of components previously recognised in OCI to profit or loss or retained earnings, as appropriate, as would be required if the Group had directly disposed of the related assets or liabilities.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.3 Business combinations and goodwill

Business combinations involving entities under common control are accounted for by applying predecessor accounting. The assets and liabilities of the combining entities are reflected at their carrying amounts reported in the consolidated financial statements of the controlling holding company. Any difference between the consideration paid and the share capital of the "acquired" entity is reflected within equity as movement in retained earnings. The consolidated statement of comprehensive income reflects the results of the combining entities for the full year, irrespective of when the combination takes place. The comparative information is restated to reflect the combined results of combining entities.

For other acquisitions, business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

When the Group acquires a contract in a business combination, it assesses whether the contract is favourable or unfavourable by comparing the terms to market prices at the time of acquisition.

If the business combination is achieved in stages, any previously held equity interest in the acquiree is re-measured to fair value at the acquisition date, any resulting gain or loss is recognised in profit or loss. It is then considered in the determination of goodwill.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 Financial Instruments: Classification and Measurement of Financial Assets and Financial Liabilities, is measured at fair value with changes in fair value recognised in profit or loss. If the contingent consideration is not within the scope of MFRS 9, it is measured in accordance with the appropriate MFRS. Contingent consideration that is classified as equity is not re-measured and subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of fair value of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net identifiable assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the re-assessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, the gain is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units ("CGU"), or Group's CGUs, that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a CGU and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the CGU retained.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.4 Investment in subsidiaries, associates and joint ventures

(a) Subsidiaries

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less accumulated impairment losses. On disposal of such investments, the difference between the net disposal proceeds and their carrying amount is included in profit or loss.

The amounts due from subsidiaries of which the Company does not expect repayment in the foreseeable future are considered as part of the Company's investments in subsidiaries. However, if the subsidiaries have the intention to repay or when the Company receives the actual proceeds from the net investment, then the net investment can be re-designated to intercompany loans.

(b) Associates and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries.

The Group's investments in its associates and joint ventures are accounted for using the equity method.

Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is neither amortised nor individually tested for impairment.

The profit or loss reflects the Group's share of the results of operations of the associate or joint venture. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of associates and joint ventures is shown on the face of the profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture. Dividends received or receivable from an associate or a joint venture are recognised as a reduction in the carrying amount of the investment. When the Group's share of losses in an associate or a joint venture equals or exceeds its interests in the associate or joint venture, including any long-term interests that, in substance, form part of the Group's net investment in the associate or joint venture, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.4 Investment in subsidiaries, associates and joint ventures (continued)

(b) Associates and joint ventures (continued)

The financial information of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, then recognises the loss in the profit or loss.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

In the Company's separate financial statements, investments in associates or joint ventures are stated at cost. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. On disposal of an investment, the difference between the net disposal proceeds and its carrying amount is charged or credited to profit or loss.

2.5 Current versus non-current classification

The Group presents assets and liabilities in statements of financial position based on current/non-current classification. An asset is current when it is:

(i) expected to be realised or intended to be sold or consumed in its normal operating cycle;

(ii) held primarily for the purpose of trading;

(iii) expected to be realised within twelve months after the reporting period; or

(iv) cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current. A liability is current when:

(i) it is expected to be settled in its normal operating cycle;

(ii) it is held primarily for the purpose of trading;

(iii) it is due to be settled within twelve months after the reporting period; or

(iv) there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current. Deferred tax assets and liabilities are classified as non-current assets and liabilities.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.6 Fair value measurement

The Group measures financial instruments, such as derivatives and other investments, and non-financial assets such as investment properties, at fair value at each reporting date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

(i) in the principal market for the asset or liability; or

(ii) in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Group's senior management determines the policies and procedures for recurring fair value measurement, such as investment properties.

External valuers are involved for valuation of significant assets. Involvement of external valuers is decided by the senior management after discussion with and approval by the Company's audit committee. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. The senior management decides, after discussions with the Group's external valuers, which valuation techniques and inputs to use for each case.

At each reporting date, the senior management analyses the movements in the values of assets and liabilities which are required to be re-measured or re-assessed based on the Group's accounting policies. For this analysis, the senior management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.6 Fair value measurement (continued)

The senior management, in conjunction with the Group's external valuers, also compares the changes in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

2.7 Revenue from contracts with customers

The Group and the Company recognise revenue to depict the transfer of promised goods or services to the customer in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services.

Revenue is recognised when a customer obtains control of goods or services, i.e. when the customer has the ability to direct the use of and obtain the benefits from the goods or services.

A five-step process is applied before revenue can be recognised:

Step 1: Identify contracts with customers;

Step 2: Identify the separate performance obligations;

Step 3: Determine the transaction price of the contract;

Step 4: Allocate the transaction price to each of the separate performance obligations; and

Step 5: Recognise the revenue as each performance obligation is satisfied.

The specific recognition criteria described below must also be met before revenue is recognised.

(i) Engineering, Procurement, Construction, Installation and Commissioning ("EPCIC") of Floating Production, Storage and Offloading ("FPSO") vessels

The Group provides design, supply, installation, operation, life extension and demobilisation of FPSO vessels. The vessel is constructed and leased to a customer on a finance lease arrangement (EPCIC contracts). The vessel is operated by the Group, under a separate operating and maintenance agreement, after transfer to the customer.

The contract includes multiple deliverables (such as Front-End Engineering Design ("FEED"), engineering, construction, procurement, installation, maintenance, operating services, demobilisation). The Group assesses the level of integration between different deliverables and ability of the deliverables to be performed by another party. Based on this assessment, the Group concludes whether the multiple deliverables are a single, or separate, performance obligation(s).

The EPCIC contract generally comprise a single performance obligation due to significant integration of the activities involved.

The Group determines the transaction price based on consideration stated in the EPCIC contract and transaction price is allocated to performance obligations in the contract based on the relative stand-alone selling prices. The EPCIC contract has agreed fixed pricing terms and a fixed lump sum.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.7 Revenue from contracts with customers (continued)

(i) Engineering, Procurement, Construction, Installation and Commissioning ("EPCIC") of Floating Production, Storage and Offloading ("FPSO") vessels (continued)

Finance lease arrangements under which the Group constructs and delivers an FPSO vessel to a customer are treated as outright sales (refer to Note 2.13(b)), therefore revenue is recognised as the lower of (i) the fair value of the underlying leased FPSO, or (ii) the present value of the lease payments accruing to the lessor, discounted using a market rate of interest. In order to determine the revenue to be recognised based on this policy, the Group determines discounting using a market rate of interest that takes into account among others: time value of money, financing structure, country risk and risk profile of a client and project.

At contract inception, the Group assesses whether the Group renders EPCIC services and transfers control of the FPSO vessel over time or at a point in time by determining if (a) its performance does not create an asset with an alternative use to the Group; and (b) the Group has an enforceable right to payment for performance completed to date.

Where the FPSO vessel has no alternative use for the Group due to contractual restriction, and where the Group has enforceable rights to payment arising from the contractual terms, revenue is recognised over time by reference to the Group's progress towards completing the EPCIC of the FPSO vessels. Otherwise, revenue is recognised at a point in time.

The measure of progress is determined based on the proportion of contract costs incurred to date to the estimated total contract costs. Costs incurred that are not related to the EPCIC contract or that do not contribute towards satisfying a performance obligation are excluded from the measure of progress and instead are expensed as incurred.

Management has determined that the input method best depicts the Group's performance in transferring control of the FPSO vessel to the customer for its ongoing EPCIC contract, as it reflects the Group's efforts incurred to date relative to the total inputs expected to be incurred for these contracts.

Up to the point that the Group can reasonably measure the outcome of the performance obligation, revenue is only recognised to the extent of costs incurred.

Estimates of revenues, costs, or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the profit or loss in the period in which the circumstances that give rise to the revision become known by management.

Due to the nature of the services performed, variation orders and claims are commonly billed to customers in the normal course of business. The variation orders and claims are modifications of contracts that are usually not distinct and are therefore normally considered as part of the existing performance obligation. Variable consideration is included in the transaction only to the extent that it is a highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

The Group can agree on various payment arrangements which generally reflect the progress of delivered performance obligations. If the value of the goods transferred by the Group exceed the billings, a contract asset is recognised (refer to Note 2.32 for the accounting policy on contract assets). If the billings exceed the value of the goods transferred, a contract liability is recognised (refer to Note 2.33 for the accounting policy on contract liabilities).

For costs incurred in fulfilling the contract which are within the scope of another MFRS/IFRS (e.g. Inventories), these have been accounted for in accordance with those other MFRS/IFRS. If these are not within the scope of another MFRS/IFRS, the Group will capitalise these as contract costs assets only if (a) these cost relate directly to a contract or an anticipated contract which the Group can specifically identify; (b) these cost generate or enhance resources of the Group that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and (c) these costs are expected to be recovered. Otherwise, such costs are recognised as an expense immediately.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.7 Revenue from contracts with customers (continued)

(i) Engineering, Procurement, Construction, Installation and Commissioning ("EPCIC") of Floating Production, Storage and Offloading ("FPSO") vessels (continued)

Capitalised contract costs are subsequently amortised on a systematic basis as the Group recognises the related revenue over time. An impairment loss is recognised in the profit or loss to the extent that the carrying amount of capitalised contract costs exceeds the expected remaining consideration less any directly related costs not yet recognised as expenses.

(ii) Offshore maintenance support and rendering of services

The Group provides separate services to FPSO charterers including vessel management, repair and maintenance, crewing and operators, provisions, insurance, logistic support during the on-hire period. Revenue from offshore maintenance support and rendering of services are identified as a single performance obligation as the contracts comprise multiple deliverables that include a series of distinct goods or services that are substantially the same and have the same pattern of transfer to the customer.

The Group recognises revenue from offshore maintenance support and rendering of services over time, using an input method, measuring the inputs put in relative to the total expected inputs needed to transfer the promised services to the customer. Revenue is recognised on a straight-line basis as the inputs are expended evenly throughout the period. Revenue is recognised as and when the performance obligations are satisfied by the Group.

The credit terms to customers is generally for a period of 30 days.

(iii) Sale of electricity

The Group is involved in the generation and sale of electricity. Revenue from the supply of energy units generated from the plant to the grid, as per the terms of the Power Purchase Agreements ("PPA") entered with the customers, is recognised on an accrual basis when control of the electricity output has transferred and there is no unfulfilled obligation that could affect the customer's acceptance of the electricity output.

The sale of electricity is determined to be a single performance obligation satisfied over time. This is because the customers simultaneously receive and consume the benefits provided by the Group.

Electricity is sold with prompt payment discounts based on monthly sales. Revenue from these sales is recognised based on the price specified in the PPA, net of the estimated prompt payment discount. Prompt payment discounts are estimated and recognised based on the rates as stipulated in the PPA and the expected timing of receipt of payments from the customers, and deducted against the payments received from customers. Revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No significant element of financing is deemed present as the sales are made generally with a credit term of 30 days, which is consistent with market practice.

A receivable is recognised when control of the electricity output has transferred to the customers as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

(iv) Management fees

Management fees are recognised in the period in which the services are rendered.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.8 Revenue from other sources

The Group and the Company recognise revenue from other sources as follows:

(i) Chartering of FPSOs and OSVs

Revenue from FPSO and OSV chartering contracts classified as operating leases are recognised on a straight-line basis over the lease period for which the customer has contractual right over the vessel.

(ii) Dividend income

Dividends are received from financial assets measured at FVTPL.

Dividend income from financial assets at FVTPL is recognised as part of net gains or net losses on these financial instruments when the right to receive payment is established.

Dividend income from subsidiaries and joint ventures is recognised when the Company's right to receive payment is established.

(iii) Investment and interest income

Interest income is recognised using the effective interest method.

Interest income from financial assets at FVTPL is recognised as part of net gains or net losses on these financial instruments.

Interest income on financial assets at amortised cost calculated using the effective interest method is recognised in profit or loss.

(iv) Rental income

Revenue from rental of investment properties are recognised as and when the services are rendered. Payment of the transaction is due immediately upon confirmation of reservation by customers.

2.9 Taxes

(a) Current income tax

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the countries where the Group operates and generates taxable income.

Current income tax relating to items recognised directly in equity is recognised in equity and not in the profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.9 Taxes (continued)

(b) Deferred tax

Deferred tax is provided using the liability method, on temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

(i) when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

(ii) in respect of taxable temporary differences associated with investments in subsidiaries, associates and joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, unused tax credits and any unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, unused tax credits and unused tax losses can be utilised, except:

(i) when the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

(ii) in respect of deductible temporary differences associated with investments in subsidiaries, associates and joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the financial year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.10 Foreign currencies

(a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The financial statements are presented in Ringgit Malaysia, which is also the Company's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are remeasured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss. However, exchange differences are deferred in OCI when they arose from qualifying cash flow or net investment hedges or are attributable to items that form part of the net investment in a foreign operation.

Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets, such as equities classified as available for sale, are included in OCI.

(c) Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

(i) assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;

(ii) income and expenses for each statement of comprehensive income or separate income statement presented are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and

(iii) all resulting exchange differences are recognised as a separate component of OCI.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Exchange differences arising are recognised in OCI.

On consolidation, exchange differences arising from the translation of any net investment in foreign entities, and of borrowings and other financial instruments designated as hedges of such investments, are recognised in OCI.

On the disposal of a foreign operation (that is, a disposal of the Group's entire interest in a foreign operation, or a disposal involving loss of control over a subsidiary that includes a foreign operation, a disposal involving loss of joint control over a joint venture that includes a foreign operation, or a disposal involving loss of significant influence over an associate that includes a foreign operation), all of the exchange differences relating to that foreign operation recognised in OCI and accumulated in the separate component of equity are reclassified to profit or loss, as part of the gain or loss on disposal. In the case of a partial disposal that does not result in the Group losing control over a subsidiary that includes a foreign operation, the proportionate share of accumulated exchange differences are re-attributed to non-controlling interests and are not recognised in profit or loss. For all other partial disposals (that is, reductions in the Group's ownership interest in associates or joint ventures that do not result in the Group losing significant influence or joint control), the proportionate equity in percentage share of the accumulated exchange difference is reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.10 Foreign currencies (continued)

(c) Group companies (continued)

Intercompany loans where settlement is neither planned nor likely to occur in the foreseeable future, are treated as part of the parent's net investment. Translation differences arising therefrom are recognised in OCI. The accumulated translation differences are reclassified to profit or loss in proportion to the change in equity interest following a reduction in net investment with no change in control.

2.11 Cash dividend and non-cash distribution to owners of the Company

The Company recognises a liability to make cash or non-cash distributions to owners of the Company when the distribution is authorised and the distribution is no longer at the discretion of the Company. Subsequently, non-cash distributions are measured at the fair value of the assets to be distributed with fair value re-measurement recognised directly in equity. Upon distribution of non-cash assets, any difference between the carrying amount of the liability and the carrying amount of the assets distributed is recognised in profit or loss.

2.12 Property, plant and equipment

Property, plant and equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Cost includes purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the management. Cost also includes borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset. Refer to Note 2.14 for the accounting policy on borrowing costs.

When significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. The carrying amount of the replaced part is derecognised. All other repair and maintenance costs are recognised in profit or loss as incurred. The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Assets under construction-in-progress are not depreciated as these assets are not yet available for use. Depreciation is calculated on a straight-line basis to allocate the cost of each asset to their residual values over their estimated useful lives as follows:

Motor vehicles	5 - 10 years
Offshore Marine - OSVs	5 - 20 years
Offshore Production - FPSOs	20 years
Solar plant and machinery	25 years
Other assets (comprise of office equipment, renovation, electrical installation, furniture and fittings and capital spares)	3 - 25 years

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.12 Property, plant and equipment (continued)

An item of property, plant and equipment and any significant part is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the profit or loss when the asset is derecognised.

Residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

At the end of the reporting period, the Group assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. Refer to Note 2.20 for the accounting policy on impairment of non-financial assets.

2.13 Leases

(a) Accounting by lessee

Leases are recognised as right-of-use ("ROU") asset and a corresponding liability at the date on which the leased asset is available for use by the Group (i.e. the commencement date).

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of properties for which the Group is a lessee, it has elected the practical expedient provided in MFRS 16 not to separate lease and non-lease components. Both components are accounted for as a single lease component and payments for both components are included in the measurement of lease liability.

Lease term

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not to be terminated).

The Group reassesses the lease term upon the occurrence of a significant event or change in circumstances that is within the control of the Group and affects whether the Group is reasonably certain to exercise an option not previously included in the determination of lease term, or not to exercise an option previously included in the determination of lease term. A revision in lease term results in remeasurement of the lease liabilities. See accounting policy below on reassessment of lease liabilities.

ROU assets

ROU assets are initially measured at cost comprising the following:

- The amount of the initial measurement of lease liability;
- Any lease payments made at or before the commencement date less any lease incentive received;
- Any initial direct costs; and
- Decommissioning or restoration costs.

2. Summary of significant accounting policies (continued)

2.13 Leases (continued)

(a) Accounting by lessee (continued)

ROU assets (continued)

ROU assets are subsequently measured at cost, less accumulated depreciation and impairment loss (if any). The ROU assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the ROU asset is depreciated over the underlying asset's useful life. In addition, the ROU assets are adjusted for certain remeasurement of the lease liabilities.

ROU assets are presented as part of property, plant and equipment in the statements of financial position of the Group and the Company.

Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at that date. The lease payments include the following:

- Fixed payments (including in-substance fixed payments), less any lease incentive receivable;
- Variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable by the Group under residual value guarantees;
- The exercise price of a purchase and extension options if the Group is reasonably certain to exercise that option; and
- Payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used. This is the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the ROU in a similar economic environment with similar term, security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Variable lease payments that are not based on an index or rate are recognised in profit or loss in the period in which the condition that triggers those payments occurs.

Lease liabilities are presented as a separate line item in the statements of financial position of the Group and the Company. Interest expense on the lease liability is presented within finance cost in profit or loss.

Reassessment of lease liabilities

The Group is also exposed to potential future increases in variable lease payments that depend on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is remeasured and adjusted against the ROU assets.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.13 Leases (continued)

(a) Accounting by lessee (continued)

Short-term leases and leases of low-value assets

Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise small items of office furniture. Payments associated with short-term leases of vehicles and properties and all leases of low-value assets are recognised on a straight-line basis over the lease term as an expense in profit or loss.

(b) Accounting by lessor

As a lessor, the Group determines at lease inception whether each lease is a finance lease or an operating lease. To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to the lessee. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset, the present value of the minimum lease payments amounts to at least substantially all of the fair value of the leased asset at the inception of the lease and the lessee has the option to purchase the asset at a price that is expected to be sufficiently lower than the fair value at the date the option becomes exercisable for it to be reasonably certain, at the inception of the lease, that the option will be exercised.

Finance lease

The Group classifies a lease as a finance lease if the lease transfers substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee.

The Group derecognises the underlying asset and recognises a receivable at an amount equal to the net investment in a finance lease. Net investment in a finance lease is measured at an amount equal to the sum of the present value of lease payments from lessee and the unguaranteed residual value of the underlying asset. Initial direct costs are also included in the initial measurement of the net investment. The net investment is subject to MFRS 9 impairment (refer to Note 2.17(ii) on impairment of financial assets). In addition, the Group reviews regularly the estimated unguaranteed residual value.

Lease income is recognised over the term of the lease using the net investment method so as to reflect a constant periodic rate of return. The Group revises the lease income allocation if there is a reduction in the estimated unguaranteed residual value.

Where a lease is determined to be a finance lease at lease inception and the Group is a manufacturer-lessor, the Group recognises selling profit or loss on a finance lease at the lease commencement date in profit or loss as follows:

- Revenue is the fair value of the underlying leased asset or, if lower, the present value of the lease payments accruing to the lessor, discounted using a market rate of interest;
- Cost of sale is the cost, or carrying amount (if different), of the underlying leased asset, less the present value of the unguaranteed residual value; and
- Selling profit or loss is the difference between revenue and the cost of sale, and is recognised in accordance with the principles in MFRS 15 (Note 2.7(i)).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.13 Leases (continued)

(b) Accounting by lessor (continued)

Operating lease

Leases in which the Group does not transfer substantially all the risks and benefits of ownership of an asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on a straight-line basis on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Separating lease and non-lease components

If an arrangement contains lease and non-lease components, the Group allocates the consideration in the contract to the lease and non-lease components based on the stand-alone selling prices in accordance with the principles in MFRS 15.

2.14 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset, until such time all the assets are substantially ready for their intended use or sale. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds.

2.15 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are carried at fair value, which is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset at the reporting date. Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the period in which they arise, including the corresponding tax effect. Refer to Note 2.6 for the accounting policy on fair value measurement.

Investment properties are derecognised either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the profit or loss in the period of derecognition.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.16 Intangible assets

Computer software

Costs incurred to acquire computer software that are not an integral part of the related hardware, are capitalised as intangible assets and amortised on a straight-line basis over the estimated useful life of 5 - 10 years, when the assets are ready for their intended use. The capitalisation of computer software is on the basis of the costs incurred to acquire and bring to use the specific software.

Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads.

When an indication of impairment exists, the carrying amount of the intangible assets is assessed and written down to its recoverable amount. Refer to Note 2.20 for the accounting policy on impairment of non-financial assets.

Contract rights

Contractual rights and obligations for a customer contract are recognised at its fair value at the date of acquisition and subsequently amortised over the contract period of 8 years upon commencement of charter.

When an indication of impairment exists, the carrying amount of the intangible assets is assessed and written down to its recoverable amount. Refer to Note 2.20 for the accounting policy on impairment of non-financial assets.

Trademark

Trademark is carried at cost less accumulated amortisation and accumulated losses. Amortisation is calculated using the straight-line method to allocate the cost of trademark over their estimated useful life of 10 years.

2.17 Financial instruments

(i) Financial assets

(a) Classification, initial recognition and measurement

The Group classifies its financial assets in the following measurement categories:

- Financial assets measured at amortised cost;
- Financial assets at fair value through other comprehensive income ("FVOCI"); and
- Financial assets at fair value through profit or loss ("FVTPL").

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVTPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest ("SPPI").

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.17 Financial instruments (continued)

(i) Financial assets (continued)

(b) Subsequent measurement

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. The Group reclassifies debt investments when and only when its business model for managing those assets changes.

(i) Financial assets at amortised cost

Assets that are held for collection of contractual cash flows where those cash flows represent SPPI are measured at amortised cost using the effective interest rate ("EIR") method. Any gains and losses are recognised in profit or loss when the debt instruments are derecognised or impaired, and through the amortisation process.

(ii) Financial assets at fair value through other comprehensive income ("FVOCI")

Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent SPPI, are measured at FVOCI.

After initial measurement, FVOCI financial assets are subsequently measured at fair value with unrealised gains or losses recognised in OCI and credited in the FVOCI reserve until the investment is derecognised, at which time the cumulative gain or loss is recognised in other operating income, or the investment is determined to be impaired, at which time the cumulative loss is reclassified from the FVOCI reserve to the profit or loss. Interest earned whilst holding FVOCI financial assets is reported as interest income using the EIR method.

(iii) Financial assets at fair value through profit or loss ("FVTPL")

Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVTPL. The Group may also irrevocably designate financial assets at FVTPL if doing so significantly reduces or eliminates a mismatch created by assets and liabilities being measured on different bases.

Financial assets at FVTPL are carried in the statements of financial position at fair value with net changes in fair value presented as finance costs (negative net changes in fair value) or finance income (positive net changes in fair value) in the profit or loss.

Equity instruments

The Group subsequently measures all equity investments at fair value. Changes in the fair value of financial assets at FVTPL are recognised in other gains/(losses) in the profit or loss as applicable.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.17 Financial instruments (continued)

(i) Financial assets (continued)

(c) Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flow from the asset have expired; or

- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

(ii) Impairment of financial assets

The Group and the Company assess on a forward looking basis the expected credit loss ("ECL") associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

The Group and the Company have four types of assets that are subject to the ECL model:

(i) Trade and other receivables
(ii) Contract assets
(iii) Finance lease receivables
(iv) Cash and bank balances

While cash and bank balances are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

ECL represent a probability-weighted estimate of the difference between the present value of cash flows according to contracts and the present value of cash flows the Group and the Company expect to receive, over the remaining life of the financial instrument. For financial guarantee contracts, the ECL is the difference between the expected payments to reimburse the holder of the guaranteed debt instrument less any amounts that the Company expects to receive from the holder, the debtor or any other party.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.17 Financial instruments (continued)

(ii) Impairment of financial assets (continued)

The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

(a) General 3-stage approach for financial assets and contract assets at amortised cost

At each reporting date, the Group and the Company measure loss allowance at an amount equal to 12 month ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition. For all other financial instruments, a loss allowance at an amount equal to lifetime ECL is required.

Other financial assets at amortised cost comprise other receivables, finance lease receivables and cash and cash balances. The general 3-stage approach is applied for other financial assets at amortised cost other than trade receivables and contract assets.

The Group and the Company consider the probability of default upon initial recognition of the asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group and the Company compare the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportable forward-looking information.

The following indicators are incorporated:

- internal credit rating;
- external credit rating (as far as available);
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations;
- actual or expected significant changes in the operating results of the debtor;
- significant increases in credit risk on other financial instruments of the same debtor;
- significant changes in the value of the collateral supporting the obligation or in the quality of third-party guarantees or credit enhancements; and
- significant changes in the expected performance and behaviour of the debtor, including changes in the payment status and changes in the operating results of the debtor.

Macroeconomic information (such as market interest rates or growth rates) is incorporated as part of the internal rating model.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment.

Note 41(b) sets out the measurement details of ECL.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.17 Financial instruments (continued)

(ii) Impairment of financial assets (continued)

(b) Simplified approach for trade receivables and contract assets

The Group and the Company apply the MFRS 9 simplified approach to measure ECL which uses a lifetime ECL for all trade receivables and contract assets.

The Group and the Company define a financial instrument as default, which is fully aligned with the definition of credit-impaired, when it meets one or more of the following criteria:

(i) Quantitative criteria

The Group and the Company define a financial instrument as being in default, when the counterparty fails to make contractual payment within 90 days of when they fall due.

(ii) Qualitative criteria

The debtor meets unlikeliness to pay criteria, which indicates the debtor is in significant financial difficulty. The Group and the Company consider the following instances:

- the debtor is in breach of financial covenants;
- concessions have been made by the lender relating to the debtor's financial difficulty;
- it is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; and
- the debtor is insolvent.

Financial instruments that are credit-impaired are assessed on individual basis.

Note 41(b) sets out the measurement details of ECL.

(iii) Financial liabilities

(a) Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, lease liabilities, financial guarantee contracts and derivative financial instruments.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.17 Financial instruments (continued)

(iii) Financial liabilities (continued)

(b) Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include derivative financial instruments and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by MFRS 9 are classified as held for trading. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognised in profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in MFRS 9 are satisfied.

Loans and borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the profit or loss.

This category generally applies to interest-bearing loans and borrowings.

When the basis to determine the future contractual cash flows of the borrowings are modified entirely as a result of IBOR reform, the Group applies the reliefs provided by the Phase 2 amendments related to IBOR reform to adjust the effective interest rate of the borrowings with no modification gain or loss is recognised.

In situations where some or all of a change in the basis for determining the contractual cash flows of a borrowing does not meet the criteria of the Phase 2 amendments, the Group first applies the practical expedient to the changes required by IBOR reform, including updating the effective interest rate of the borrowings. Any additional changes are accounted for as modification of borrowings in accordance with the requirement in MFRS 9 (that is, assessed for modification or derecognition, with the resulting modification gain / loss recognised immediately in profit or loss where the borrowings are not derecognised).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.17 Financial instruments (continued)

(iii) Financial liabilities (continued)

(b) Subsequent measurement (continued)

Financial guarantee contracts

Financial guarantee contracts issued by the Group are contracts that require the issuer to make specified payments to reimburse the holder for a loss it incurs because the specified debtor fails to make a payment when due in accordance with the terms of a debt instrument. Financial guarantee contracts are recognised initially as a liability at fair value, net of transaction costs that are directly attributable to the issuance of the guarantee. Subsequently, the liability is measured at the higher of the best estimate of the expenditure required to settle the present obligation at the reporting date and the amount recognised less cumulative amortisation.

The fair value of financial guarantee is determined as the present value of the difference in net cash flows between the contractual payments under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

(c) Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the profit or loss.

(iv) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statements of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy.

2.18 Derivative financial instruments

The Group uses derivative financial instruments, interest rate swaps and foreign currency forward contracts, to hedge its interest rate risks and foreign currency risks. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value at the end of each reporting period.

The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

Derivatives that do not qualify for hedge accounting are classified as fair value through profit or loss and changes in fair value are recognised in profit or loss.

Derivatives that qualify for hedge accounting are designated as either:

(a) Hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedge);

(b) Hedges of a particular risk associated with a recognised asset or liability or a highly probable forecast transaction (cash flow hedge); or

(c) Hedges of a net investment in a foreign operation (net investment hedge).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.18 Derivative financial instruments (continued)

The Group documents at the inception of the hedge relationship, the economic relationship between hedging instruments and hedged items including whether changes in the cash flows of the hedging instruments are expected to offset changes in the cash flows of hedged items. The Group documents its risk management objective and strategy for undertaking its hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis on whether the hedging relationship meets the hedge effectiveness requirements under MFRS 9.

Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. Derivatives are classified as a non-current asset or liability when the remaining maturity is more than 12 months, and the balance is classified as current.

(a) Fair value hedge

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in profit or loss, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

The Group applies fair value hedge accounting for hedging its exposure to foregin currency risk on firm commitments to purchase property, plant and equipment denominated in a foreign currency.

If the hedge no longer meets the criteria for hedge accounting, the adjustment to the carrying amount of a hedged item for which the effective interest method is used is amortised to profit or loss over the period to maturity using a recalculated effective interest rate

(b) Cash flow hedge

For derivatives that qualify as cash flow hedges, the gain or loss relating to the ineffective portion of changes in the fair value is recognised in profit or loss. The gain or loss relating to the effective portion is recognised in other comprehensive income and later reclassified to profit or loss when the hedged item affects profit or loss.

IBOR reform

The Group has applied the following Phase 1 reliefs provided by the Amendments to MFRS 9 and MFRS 7 'Interest Rate Benchmark Reform' for the hedging instruments used in the Group's hedging strategies which reference IBOR and have not yet transitioned to an alternative benchmark rate:

- When considering the 'highly probable' requirement, the Group has assumed that the IBOR interest rate on which the Group's hedged borrowings is based does not change as a result of IBOR reform.

- In assessing whether the hedge is expected to be highly effective on a forward-looking basis, the Group has assumed that the IBOR interest rate on which the cash flows of the hedged borrowings and the interest rate swap that hedges it are based is not altered by IBOR reform.

- The Group has not recycled the cash flow hedge reserve for designated hedges that are subject to the IBOR reform.

  The Group ceases to apply the reliefs provided by the Phase 1 amendments at the earlier of (a) when there is no longer uncertainty arising from IBOR reform over the timing and amount of the IBOR-linked cash flows of the hedged item, and (b) when the hedging relationship to which the reliefs are applied is discontinued.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.18 Derivative financial instruments (continued)

(b) Cash flow hedge (continued)

IBOR reform (continued)

The Group has applied the following reliefs provided by the Amendments to MFRS 9 and MFRS 7 'Interest Rate Benchmark Reform—Phase 2':

- Hedge designation: When the Phase 1 amendments cease to apply, the Group will amend its hedge designation to reflect changes which are required by IBOR reform, but only to make one or more of the following changes:

  (a) designating an alternative benchmark rate (contractually or non-contractually specified) as a hedged risk;

  (b) amending the description of the hedged item, including the description of the designated portion of the cash flows or fair value being hedged; or

  (c) amending the description of the hedging instrument.

  The Group amends its hedge documentation to reflect this change in designation by the end of the reporting period in which the changes are made. These amendments to the hedge documentation do not require the Group to discontinue its hedge relationships.

(c) Net investment hedge

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges.

Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognised in other comprehensive income and accumulated in reserves within equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

Gains and losses accumulated in equity are reclassified to profit or loss when the foreign operation is disposed or partially disposed of.

2.19 Inventories

Inventories are valued at the lower of cost and net realisable value.

Purchase costs and other costs incurred in bringing the spare parts to its present location and condition are accounted for on a weighted average cost basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.20 Impairment of non-financial assets

The Group assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or CGU fair value less costs of disposal and its value-in-use.

Recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

Impairment losses, including impairment on inventories, are recognised in the profit or loss in expense categories consistent with the function of the impaired asset, except for properties previously revalued with the revaluation taken to OCI. For such properties, the impairment is recognised in OCI up to the amount of any previous revaluation.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the profit or loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase in revaluation reserve.

2.21 Cash and bank balances

Cash and bank balances in the statements of financial position comprise cash at banks, cash on hand and short-term deposits with a maturity of three months or less, for purpose of short-term working capital rather than for investment or other purposes, that are convertible to known amounts of cash and is not subject to significant risk of change in value.

For the purpose of the statements of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above.

2.22 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the profit or loss net of any reimbursement.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.23 Employee benefits

(a) Short term employee benefits

Wages, salaries, paid annual leave and sick leave, bonuses, and non-monetary benefits that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled.

(b) Defined contribution plans

The Group's contributions to defined contribution plans are charged to profit or loss in the period to which they relate. Once the contributions have been paid, the Group and the Company have no further financial obligations.

(c) Share-based payment

The Group operates a number of equity-settled, share-based compensation plans under which the Group receives services from employees as consideration for equity options and awards over ordinary shares of the Company or for cash. Share options represent the right of an employee to receive share for a prescribed exercise price. Share awards represent the right of an employee to receive fully paid shares, free of charge, upon the Company achieving prescribed performance target(s).

Equity-settled transactions

The fair value of the share options and share awards in exchange for the services of the employees are recognised as employee benefit expense with a corresponding increase to share option reserve and share grant reserve within equity respectively. The total amount to be expensed is determined by reference to the fair value of the share options and share awards:

- excluding the impact of any service and non-market performance vesting conditions (for example, profitability, sales growth targets and remaining an employee of the entity over a specified time period); and
- including the impact of any non-vesting conditions.

Non-market vesting conditions and service conditions are included in assumptions about the number of share options and share awards that are expected to vest.

The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of the reporting period, the Group revises its estimates of the number of share options and share awards that are expected to vest based on the non-market vesting conditions. It recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to share option reserve or share grant reserve in equity.

When the share options are exercised, the Company issues new shares. The proceeds received net of any directly attributable transaction costs are credited to share capital when the share options are exercised. When share options are not exercised and lapsed, the share option reserve is transferred to retained earnings.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.23 Employee benefits (continued)

(c) Share-based payment (continued)

In its separate financial statements of the Company, the grant by the Company of options or awards over its equity instruments to the employees of subsidiaries in the Group is treated as amounts owing by subsidiaries. The fair value of share options and share grants to employees of the subsidiaries in exchange for the services of the employees to the subsidiaries are recognised as amounts owing by subsidiaries, with a corresponding credit to equity of the Company.

Cash-settled transactions

A liability is recognised for the fair value of cash-settled transactions. The fair value is measured initially and at each reporting date up to and including the settlement date, with changes in fair value recognised in employee benefits expenses. The fair value is expensed over the period until the vesting date with recognition of a corresponding liability. The fair value is determined based on the share price targets for each tranche of shares that are expected to vest, further details of which are set out in Note 29(b). The approach used to account for vesting conditions when measuring equity-settled transactions also applies to cash-settled transactions.

2.24 Transactions with non-controlling interests

Non-controlling interests represent the portion of profit or loss and net assets in subsidiaries not held by the Group and are presented separately in profit or loss of the Group and within equity in the consolidated statement of financial position, separately from owners of the Group. Transactions with non-controlling interests are accounted for using the entity concept method, whereby, transactions with non-controlling interests are accounted for as transactions with owners. On acquisition of non-controlling interests, the difference between the consideration and carrying amount of the share of the net assets acquired is recognised directly in equity. Gain or loss on disposal to non-controlling interests is recognised directly in equity.

2.25 Share capital

(i) Classification

Ordinary shares are recorded at the proceeds received, net of directly attributable transaction costs. Ordinary shares are classified as equity.

(ii) Share issue costs

Incremental costs directly attributable to the issue of new shares or options are deducted against the share capital account. In other cases, they are charged to the profit or loss when incurred.

(iii) Dividend distribution

A liability is recognised for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the Group, on or before the end of the reporting period but not distributed at the end of the reporting period.

Distributions to holders of an equity instrument is recognised directly in equity.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.25 Share capital (continued)

(iv) Purchase of own shares

Where the Company purchases the Company's equity instruments as a result of a share buy-back or a share-based payment plan, the consideration paid, including any directly attributable incremental costs, net of tax, is deducted from equity attributable to the owners of the Company as treasury shares until the shares are cancelled, reissued or disposed of. Where such ordinary shares are subsequently sold or reissued, any consideration received, net of any directly attributable incremental transaction costs and the related tax effects, is included in equity attributable to the owners of the Company.

2.26 Perpetual securities

Perpetual securities are classified as equity when there is no contractual obligation to deliver cash or other financial assets to another person or entity or to exchange financial assets or financial liabilities with another person or entity that are potentially unfavourable to the issuer. Incremental costs directly attributable to the issuance of new perpetual securities are shown in equity as a reduction, net of tax, from the proceeds. The proceeds received net of any directly attributable transaction costs are credited to perpetual securities in equity.

2.27 Trade and other receivables

Trade receivables are amounts due from customers for services performed in the ordinary course of business. Other receivables generally arise from transactions outside the usual operating activities of the Group. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment losses (if any).

Details on the Group's and the Company's impairment policies of trade and other receivables are provided in Note 2.17(ii).

2.28 Trade and other payables

Trade and other payables represent liabilities for services provided to the Group prior to the end of financial year which are unpaid. Trade and other payables are classified as current liabilities unless payment is not due within 12 months after the reporting period. If not, they are presented as non-current liabilities.

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.29 Earnings per share

The Group presents basic and diluted earnings per share ("EPS") data for its ordinary shares.

Basic EPS are calculated by dividing the profit or loss attributable to ordinary equity shareholders of the Company by the weighted average number of ordinary shares outstanding during the period and excluding treasury shares.

Diluted EPS are determined by adjusting the profit or loss attributable to ordinary equity shareholders of the Company and the weighted average number of ordinary shares outstanding adjusted for own shares held and for the effects of all dilutive potential ordinary shares, which comprise share awards granted to employees and free detachable warrants.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

2. Summary of significant accounting policies (continued)

2.30 Operating segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. An operating segment's operating results are reviewed regularly by the Chief Operating Decision Maker comprising the Board of Directors, to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

2.31 Government grants

Grants from the government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Group will comply with all the attached conditions.

Government grants receivable are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Government grants relating to expenses are shown separately as other income. Government grants relating to assets are deducted against the carrying amount of the assets.

2.32 Contract assets

Contract assets as defined in MFRS 15 represent the Group's construction work-in-progress. Construction work-in-progress is the Group's right to consideration in exchange for goods and services that the Group has transferred to the customer. The Group's contract assets are measured as accumulated revenue recognised over time based on progress of the project net of installments invoiced to date. The invoiced installments represent the contractually agreed unconditional milestone payments during the construction period and these amounts are classified as trade receivables until the amount is paid. The Group recognises any losses from onerous contracts under provisions in line with MFRS 137.

2.33 Contract liabilities

The Group recognises a contract liability where installments are invoiced or received in advance of satisfying the performance obligation towards the customer. Included in contract liabilities is also deferred income relating to charter income received in advance which are deferred and amortised on a straight-line basis over the contract period.

2.34 Put option liability

The Group recognises a liability for an option granted to a non-controlling interest to sell its equity stake back to the Group at their original consideration less dividends and proceeds from capital reduction received by then upon occurrence of conditions set out in the shareholders agreement. A corresponding amount is recognised directly in equity as put option reserve.

2.35 Warrants reserve

Warrants reserve arises from the issuance of free detachable warrants together with the Rights Issue, and represents the allocation of the proceeds from the Rights Issue based on the fair value of the warrants at issuance date. The fair value of warrants is credited to a warrants reserve which is part of the Company's equity. When the warrants are exercised, the related amounts are transferred to share capital. When the warrants are not exercised and lapsed, the related warrant reserve is transferred to retained earnings.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

3. Standards, amendments to published standards and interpretations, which are applicable and adopted by the Group and the Company

The Group and the Company have applied the following amendments for the first time for the financial year beginning on 1 February 2022:

(i) Amendment to MFRS 16 "Covid-19-Related Rent Concessions beyond 30 June 2021"

(ii) Amendments to MFRS 116 "Proceeds before Intended Use"

(iii) Amendments to MFRS 137 "Onerous Contracts – Cost of Fulfilling a Contract"

(iv) Annual Improvements to MFRS 9 "Fees in the '10 per cent' test for Derecognition of Financial Liabilities"

(v) Annual Improvements to MFRS 1 "Subsidiary as First-time Adopter"

(vi) Annual Improvements to Illustrative Example accompanying MFRS 16 Leases: Lease Incentives

(vii) Amendments to MFRS 3 "Reference to the Conceptual Framework"

The adoption of the above amendments to published standards does not have any material impact to the Group for the financial year ended 31 January 2023.

IFRIC agenda decisions that are concluded and published

In view that MFRS is fully converged with IFRS, the Group considers all agenda decisions published by the IFRS Interpretation Committee ('IFRIC'). Where relevant, the Group may change their policy to be aligned with the agenda decision.

During the financial year, the Group has adopted the International Financial Reporting Standard Interpretation Committee ("IFRIC") agenda decision on IAS 7 Statement of Cash Flows on demand deposits with restrictions on use arising from a contract with a third party resulting in a change in accounting policy. The IFRIC in its April 2022 meeting concluded that restrictions on the use of a demand deposit arising from a contract with a third party do not result in the deposit no longer being cash, unless those restrictions change the nature of the deposit in a way that it would no longer meet the definition of cash in IAS 7.

In line with the IFRIC agenda decision, the Group has, as at the reporting date, reassessed and determined that the restricted deposits are to be included as a component of cash and cash equivalents in the statements of cash flows. The change in accounting policy has been applied retrospectively where comparative information have been restated by including the restricted deposits as a component of cash and cash equivalents in the statements of cash flows. The change in accounting policy had no impact on the retained earnings and statements of financial position as at 1 February 2021 and 31 January 2022, statements of comprehensive income and statements of changes in equity of the Group for the financial year ended 31 January 2022.

The above-mentioned change in accounting policy did not result in any restatement to comparative information for the Company.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

3. Standards, amendments to published standards and interpretations, which are applicable and adopted by the Group and the Company (continued)

The detailed impact of change in accounting policy to the Group are set out below:

Impact to Statement of Cash Flows

	Group		
	As previously reported RM million	Effects of change in accounting policy RM million	As restated RM million
For the financial year ended 31 January 2022			
Cash flows from investing activities			
Net movement in restricted cash	(847)	764	(83)
Net cash flows used in investing activities	(857)	764	(93)
Net increase in cash and cash equivalents	118	764	882
Effects of foreign exchange rate changes	48	24	72
Cash and cash equivalents at beginning of the year	1,329	492	1,821
Cash and cash equivalents at end of the year	1,495	1,280	2,775

	Group		
	Before effects of change in accounting policy RM million	Effects of change in accounting policy RM million	As restated RM million
For the financial year ended 31 January 2023			
Cash flows from investing activities			
Net movement in restricted cash	851	(851)	-
Net cash flows used in investing activities	(190)	(851)	(1,041)
Net decrease in cash and cash equivalents	(634)	(851)	(1,485)
Effects of foreign exchange rate changes	85	47	132
Cash and cash equivalents at beginning of the year	1,495	1,280	2,775
Cash and cash equivalents at end of the year	946	476	1,422

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

3. Standards, amendments to published standards and interpretations, which are applicable and adopted by the Group and the Company (continued)

The detailed impact of change in accounting policy to the Group are set out below: (continued)

Note 26 to the Financial Statements – Cash and cash equivalents

	Group		
	As previously reported RM million	Effects of change in accounting policy RM million	As restated RM million
As at 31 January 2022			
Cash and cash equivalents	1,495	1,280	2,775

	Group		
	Before effects of change in accounting policy RM million	Effects of change in accounting policy RM million	As restated RM million
As at 31 January 2023			
Cash and cash equivalents	946	476	1,422

4. Standards, amendments to published standards and interpretations to existing standards that are applicable to the Group and the Company but not yet effective

(a) Financial year beginning on/after 1 February 2023

(i) Amendments to MFRS 112 "Deferred Tax related to Assets and Liabilities arising from a Single Transaction"

Amendments to MFRS 112 "Deferred Tax related to Assets and Liabilities arising from a Single Transaction" clarify that the initial exemption rule does not apply to transactions where both an asset and a liability are recognised at the same time such as leases and decommissioning obligations. Accordingly, entities are required to recognise both deferred tax assets and liabilities for all deductible and taxable temporary differences arising from such transactions.

(ii) Amendments to MFRS 108 "Definition of Material"

Amendments to MFRS 108 "Definition of Material" revises the definition of accounting estimates to clarify how companies should distinguish changes in accounting policies from changes in accounting estimates. The distinction is important because changes in accounting estimates are applied prospectively to transactions, other events, or conditions from the date of that change, but changes in accounting policies are generally also applied retrospectively to past transactions and other past events.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

4. Standards, amendments to published standards and interpretations to existing standards that are applicable to the Group and the Company but not yet effective (continued)

(a) Financial year beginning on/after 1 February 2023 (continued)

(iii) Amendments to MFRS 101 "Disclosure of Accounting Policies"

Amendments to MFRS 101 "Disclosure of Accounting Policies" requires entities to disclose material accounting policies rather than significant accounting policies. Entities are expected to make disclosure of accounting policies specific to the entity and not generic disclosures on MFRS applications.

The amendment explains an accounting policy is material if, when considered together with other information included in an entity's financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements.

Also, accounting policy information is expected to be material if, without it, the users of the financial statements would be unable to understand other material information in the financial statements. Accordingly, immaterial accounting policy information need not be disclosed. However, if it is disclosed, it should not obscure material accounting policy information.

MFRS Practice Statement 2 was amended to provide guidance on how to apply the concept of materiality to accounting policy disclosures.

(b) Financial year beginning on/after 1 February 2024

(i) Amendments to MFRS 16 "Lease Liability in a Sale and Leaseback"

Amendments to MFRS 16 "Lease Liability in a Sale and Leaseback" specify the measurement of the lease liability arises in a sale and leaseback transaction that satisfies the requirements in MFRS 15 "Revenue from Contracts with Customers" to be accounted for as a sale. In accordance with the amendments, the seller-lessee shall determine the "lease payments" or "revised lease payments" in a way that it does not result in the seller-lessee recognising any amount of the gain or loss that relates to the right of use it retains.

The amendments shall be applied retrospectively to sale and leaseback transactions entered into after the date when the seller-lessee initially applied MFRS 16.

(ii) Amendments to MFRS 101 "Presentation of Financial Statements"

There are two amendments to MFRS 101 "Presentation of Financial Statements". The first amendments, "Classification of liabilities as current or non-current" clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the entity's expectations or events after the reporting date (e.g. the receipt of a waiver or a breach of covenant).

The second amendments, "Non-current Liabilities with Covenants" specify that covenants of loan arrangements which an entity must comply with only after the reporting date would not affect classification of a liability as current or non-current at the reporting date. However, those covenants that an entity is required to comply with on or before the reporting date would affect classification of a liability as current or non-current, even if the covenant is only assessed after the reporting date.

The amendments shall be applied retrospectively.

The Group and the Company are currently assessing the impact of the adoption and application of the above new/amended standards. Other standards and amendments are not relevant for the Group and the Company.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

5. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated by the Directors and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the current circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

(a) Critical judgement in determining the lease classification

Finance leases - Group as lessor

The Group has determined, based on the analysis of the terms and conditions of the contract on assessing whether the Group retains the significant risks and rewards of ownership of the FPSO subject of the lease contract. To identify whether risks and rewards are retained, the Group systematically considers, amongst others, the indicators listed by MFRS 16 Leases on a contract-by-contract basis. The Group makes significant judgements to determine whether the arrangement results in a finance lease or an operating lease. This judgement can have a significant effect on the amounts recognised in the financial statements and its recognition of profits in the future.

The most important judgement areas assessed by the Group in respect of finance leases are as follows:

- Determination of fair value of the leased FPSOs

  For the Group's awarded lease contracts that were systematically classified under MFRS 16 as finance leases for accounting purposes, the fair value of the leased FPSO is recorded as an outright sale at the commencement of the lease.

  Significant judgements are used to estimate the charter rates and discount rates applied in computing the fair value of the leased FPSO. The discount rate used is based on the interest rate implicit to the lease. The interest rate implicit to the lease takes into account among others: time value of money, financing structure, country risk and risk profile of a client and project. Therefore, the discount rate requires estimation, particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease.

- Allocation of transaction price to performance obligations for lease contracts

  The Group provides design, supply, installation, operation, life extension and demobilisation of FPSO vessels. The vessels are constructed and leased to customers on a finance lease arrangement, and operated by the Group under a separate operating and maintenance agreement after the vessels are handed over to the customers. Therefore, the construction of the vessels, leasing and operations are each identified as a separate performance obligation. The transaction price is allocated to each performance obligation based on the relative stand-alone selling prices.

  The relative stand-alone selling prices are estimated based on the expected costs to be incurred and expected profit margin applicable to each performance obligation at the inception of the lease contract. Significant judgement is used to estimate the costs and profit margins applied in the allocation of the transaction price.

  Please refer to Notes 2.7(i) and Note 2.13(b) for the Group's accounting policies on revenue recognition for the construction of FPSO vessels and finance lease arrangements respectively.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

5. Critical accounting estimates and judgements (continued)

(a) Critical judgement in determining the lease classification (continued)

Finance leases - Group as lessor (continued)

The most important judgement areas assessed by the Group in respect of finance leases are as follows: (continued)

- Determination of lease term

  The Group determines the lease term based on the period for which the Group has contracted to lease the asset together with any further terms for which the lessee has the option to continue to lease the asset.

  In determining the lease term, the Group considers all facts and circumstances that create an economic incentive for the lessor to exercise an extension option, including the indicators set out in paragraphs B37 to B40 of MFRS 16 Leases. Extension options are only included in the lease term if the lease is reasonably certain to be extended by the lessees. The evaluation of the term "reasonably certain" involves judgement.

  Extension options are included in certain leases of FPSOs across the Group in order to determine the net investment in these leases (Note 33(a)). The extension options are exercisable only by the respective lessees.

  The lease term is reassessed if an option is actually exercised (or not exercised). The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment.

(b) The measurement and recognition of revenues on EPCIC contracts based on the input method

The Group has ongoing EPCIC contracts to construct FPSO vessels for customers. For these contracts, revenue is recognised over time by reference to the Group's progress towards completing the EPCIC of the FPSO. The measure of progress is determined based on the proportion of contract costs incurred to date to the estimated total contract costs ("input method").

Management has to estimate the total contract costs to complete, which are used in the input method to determine the Group's recognition of contract revenue. When it is probable that the total contract costs will exceed the total contract revenue, a provision for onerous contracts is recognised immediately.

Significant judgement is used to estimate the above-mentioned total contract costs to complete. In making these estimates, management has applied its past experience of completing similar projects, as well as quotations from and contracts with suppliers and sub-contractors. These estimations are also made with due consideration of the circumstances and relevant events that were known to management at the date of these financial statements. Total contract costs may also be affected by factors such as uncertainties in contract execution, variation in scope of works and acceptance of claims by customers.

Costs and revenue (and the resulting gross margin) at completion reflect, at each reporting period, management's current best estimate of the probable future benefits and obligations associated with the contract.

(c) Income taxes

Judgement is involved in determining the Group's provision for income taxes as there are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

5. Critical accounting estimates and judgements (continued)

(d) Residual value of an FPSO and OSVs

The Group reviews the residual value of FPSOs and OSVs at each reporting date based on factors such as business plans and strategies, expected level of usage and future technological developments. A reduction in the residual value of an FPSO and OSVs would increase the recorded depreciation and decrease the carrying value of an FPSO and OSVs.

The net book value of an FPSO and OSVs as at 31 January 2023 was RM3,111 million in Note 16.

For the financial year ended 31 January 2023, the impact of the sensitivity resulting from a 10% increase/ decrease in estimated residual value of an FPSO and OSVs on the expected carrying value of property, plant and equipment and the depreciation expense charged to profit or loss annually are analysed as follows:

	Carrying value of property, plant and equipment Group RM million	Depreciation expense Group RM million
Residual value		
- Increase by 10%	3,100	192
- Decrease by 10%	3,095	198

(e) Share-based compensation plans

The salient terms and conditions of the LTIP are set out in Note 29(b)

The final number of Yinson Shares or cash performance bonuses to be awarded will depend on the achievement of pre-determined target points for daily share price and Award Conditions over a four-year performance period, and is subject to approval by the Employees' Share Scheme Committee and the Board of Directors of the Company. No Yinson Shares or cash performance bonuses will be awarded if the share price targets and Award Conditions are not met at each annual assessment date within the performance period.

Significant judgement is required to determine whether the target points for daily share price and Award Conditions are expected to be achieved at each annual assessment date within the performance period, and correspondingly, the number of Yinson Shares or cash performance bonuses to be awarded.

During the financial year, the Group and the Company revised its assumptions on the achievement of specific target points for daily share price under the LTIP. This resulted in a reversal of LTIP expenses of RM38 million and RM11 million for the Share Award Scheme respectively and RM26 million and RM26 million for the Performance Bonus Scheme respectively (Note 29(c)).

5. Critical accounting estimates and judgements (continued)

(f) Recoverable amounts of investment in subsidiaries

The Company reviews its investment in subsidiaries for impairment indicators in accordance with the accounting policy stated in Note 2.20. If an impairment indicator exists, the recoverable amount for the investment will be ascertained based on its value-in-use ("VIU"). For VIU calculations, the future cash flows from these subsidiaries are discounted by an appropriate discount rate.

Significant judgements are used to estimate the future cash flows and discount rates applied in computing the recoverable amounts of the investments. In making these estimates, management has relied on past performance and its expectations of future cash flows from these subsidiaries. The discount rates applied reflects specific risks relating to the relevant industry and geographical location of the underlying cash flows.

Based on the above, the Company has recognised an impairment charge of RM33 million (2022: RM3 million) (Note 9) on its investment in subsidiaries during the financial year. As at 31 January 2023, the carrying amount of investment in subsidiaries amounted to RM4,516 million (2022: RM2,710 million) (Note 19).

(g) Critical judgement over interest rate benchmark reform

In calculating the change in fair value attributable to the hedged risk of floating-rate debt, the Group has made the following assumptions that reflect its current expectations:

- The floating-rate debt will move to SOFR during 2023 and the spread will be similar to the spread included in the interest rate swaps used as the hedging instrument.
- No other changes to the terms of the floating-rate debt are anticipated.
- The interest rate swaps will not be derecognised.

Given that the critical terms are assumed to continue to match, the change in fair value of the hedged risk is the same as the change in fair value of the hedging instrument. Therefore, no hedge ineffectiveness is recognised as a result of the expected transition of the IBOR reform.

(h) Impairment of solar plant under construction

Each solar plant is deemed to be a single CGU as the Group manages each solar plant separately. The Group reviews these CGUs at each reporting date for impairment indicators in accordance with the accounting policy stated in Note 2.20. If there is an impairment indicator, the recoverable amount for the solar plant will be ascertained based on the higher of the fair value less costs of disposal and its value-in-use. For value-in-use calculations, the future cash flows are based on contracted cash flows and estimates of uncontracted cash flows over the tenure of the power purchase agreement for each solar plant discounted by an appropriate discount rate.

The impairment testing for each CGU requires management's estimates and judgement to derive future cash flows based on key assumptions such as carbon credit revenue, commissioning date and impact of change of law on power generation revenue. The discount rate used is based on industry average that varies over time.

The Group has evaluated the carrying amounts of solar plant under construction against their recoverable amounts and recorded an impairment charge to the carrying value of solar plant under construction of RM117 million. The key assumptions and basis used to determine the recoverable amounts of the solar plant under construction are disclosed in Note 16(g).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

6. Revenue

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Revenue from contracts with customers (Note (a))	5,225	2,594	24	13
Revenue from other sources				
Chartering of FPSOs and OSVs	733	670	-	-
Finance lease income (Note 33(a))	362	341	-	-
Dividends from subsidiaries and joint ventures	-	-	49	172
Others	4	2	-	-
	6,324	3,607	73	185

(a) Disaggregation of revenue from contracts with customers

The Group derives revenue from the transfer of goods and services over time in the following business segments:

	Offshore Production and Offshore Marine			Renewables	Total
	EPCIC RM million	FPSO Operations RM million	Total RM million	RM million	RM million
Group					
2023					
EPCIC of FPSO vessel	4,558	-	4,558	-	4,558
FPSO support services fees	-	594	594	-	594
Sale of electricity	-	-	-	73	73
	4,558	594	5,152	73	5,225
Timing of revenue recognition					
- Over time	4,558	594	5,152	73	5,225

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

6. Revenue (continued)

(a) Disaggregation of revenue from contracts with customers (continued)

The Group derives revenue from the transfer of goods and services over time in the following business segments: (continued)

	Offshore Production and Offshore Marine			Renewables	Total
	EPCIC RM million	FPSO Operations RM million	Total RM million	RM million	RM million
Group					
2022					
EPCIC of FPSO vessel	2,206	-	2,206	-	2,206
FPSO support services fees	-	303	303	-	303
Sale of electricity	-	-	-	72	72
Management fee income	-	13	13	-	13
	2,206	316	2,522	72	2,594
Timing of revenue recognition					
- Over time	2,206	316	2,522	72	2,594

Refer to Note 42 for disaggregation of revenue by geographical location of the Group's operations.

Company	2023 RM million	2022 RM million
Management fee income	24	13

The Company recognises revenue from contracts with customers over time.

(b) Assets and liabilities related to contracts with customers

The Group has recognised the following assets and liabilities related to contracts with customers:

	Group	
	2023 RM million	2022 RM million
Current contract assets (Note (b)(i))	124	-
Non-current contract assets (Note (b)(i))	8,219	4,517
Current contract liabilites (Note 35(b)(ii))	897	-

Contract assets primarily relate to the Group's right to consideration for work completed but not yet billed at reporting date on an ongoing EPCIC contract which commenced in the current financial year. Bareboat charter payments received during the lease period will be allocated towards the settlement of the contract assets related to the EPCIC contract.

(i) Significant changes in contract assets

Contract assets have increased in line with the progress of work performed for EPCIC business activities in the current financial year.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

6. Revenue (continued)

(b) Assets and liabilities related to contracts with customers (continued)

(ii) Unsatisfied long-term EPCIC contracts

The following table shows unsatisfied performance obligations resulting from long-term EPCIC contracts:

	Group	
	2023 RM million	2022 RM million
Aggregate amount of the transaction price allocated to long-term EPCIC contracts that are partially or fully unsatisfied as at 31 January	5,127	856

Management expects that 91% of the transaction price allocated to the unsatisfied performance obligations amounting to RM4,661 million as of 31 January 2023 may be recognised as revenue during the next reporting period as the Group continues to perform to complete the EPCIC of the FPSO vessel. The remaining 9% amounting to RM466 million may be recognised in the financial year ending 31 January 2025. The Group will recognise the unsatisfied performance obligation over this period in line with the work performed.

7. Cost of sales

	Group	
	2023 RM million	2022 RM million
Included in cost of sales are:		
Amortisation of intangible assets (Note 18)	52	49
Depreciation of property, plant and equipment	246	224
Employee benefits expenses (Note 10)	90	57
EPCIC construction costs	3,664	1,726
Vessel operating expenses	301	153

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

8. Other income

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Fair value gain on other investments	-	-	1	-
Investment income	-	2	-	-
Service fee income	-	-	1	1
Gain on disposal and liquidation of subsidiaries	13	-	49	-
Gain on disposal of joint ventures under common control	-	-	257	-
Gain on disposal of a vessel	22	-	-	-
Net gain on foreign exchange	-	27	-	1
Finance lease income	-	2	-	-
Other payables and provisions written back	-	21	-	-
Recharged reimbursable expenses	14	-	-	-
Government grant income	4	3	-	-
Distribution income from insurance company	-	7	-	-
Indirect tax refund	-	9	-	-
Miscellaneous	2	7	1	-
	55	78	309	2

Government grant income recognised was under Jobs Support Scheme ("JSS") introduced at Budget 2021 by the Government of Singapore and Jobs Growth Incentives ("JGI"). The JSS is a temporary scheme to help enterprises retain local employees while JGI is a temporary scheme to support employers to expand local hiring from September 2020 to March 2023. Under both the JSS and JGI, employers will receive cash grants in relation to the gross monthly wages of eligible employees.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

9. Administrative expenses

Included in administrative expenses are:

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Auditors' remuneration:				
Fees for statutory audits				
- PricewaterhouseCoopers PLT	1	1	1	-
- Member firms of PricewaterhouseCoopers International Limited	4	2	-	-
Fees for non-audit services				
- PricewaterhouseCoopers PLT	2	-	1	-
- Member firms of PricewaterhouseCoopers International Limited	1	1	-	-
Other professional fees	31	48	10	7
Amortisation of intangible assets (Note 18)	5	6	2	3
Depreciation of property, plant and equipment	30	26	6	6
Fair value loss on other investments	5	29	-	-
Impairment loss on:				
- trade receivables (Note 24(a))	-	3	-	-
- amounts due from subsidiaries (Note 24(b))	-	-	7	12
- investment in an associate (Note 21)	8	-	-	-
- investment in subsidiaries (Note 19)	-	-	33	3
- property, plant and equipment (Note 16)	117	3	-	-
Loss on disposal of other investments	-	1	-	-
Operating leases - Payments for land and buildings	1	1	-	-
Property, plant and equipment written off (Note 16)	1	1	-	-
Upkeep and maintenance expenses	18	12	8	6
Travelling expenses	16	5	11	1
Withholding tax	5	3	1	-
Bad debts written off	1	7	2	-
Employee benefits expenses (Note 10)	140	141	42	59

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

10. Employee benefits expenses

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Included in:				
Cost of sales (Note 7)	90	57	-	-
Administrative expenses (Note 9)	140	141	42	59
	230	198	42	59
Analysed as follows:				
Wages, salaries and bonuses	187	147	34	46
Social security contributions	13	9	-	-
Contributions to defined contribution plan	10	7	4	3
Share-based payments (Note 29(c))	(8)	22	-	8
Other benefits	28	13	4	2
	230	198	42	59

Included in employee benefits expenses of the Group and of the Company are remuneration of Directors as disclosed in Note 11.

11. Directors' remuneration

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Executive directors' remuneration:				
- Salaries and bonuses	12	10	12	10
- Contributions to defined contribution plan	2	2	2	2
- Share-based payments	(10)	18	(10)	18
- Other emoluments	1	-	1	-
	5	30	5	30
Non-executive directors' remuneration:				
- Fees	2	2	2	2
Total directors' remuneration	7	32	7	32
Additional disclosures				
Indemnity given or insurance effected for the Directors and officers	2	1	2	1

Included in salaries and bonuses is the reversal of performance bonus of RM10 million (2022: charge of RM17 million) accrued for an executive director in respect of the Performance Bonus Scheme under the LTIP (Note 29(b)). The amount of the performance bonus to be awarded and paid in cash is dependent upon whether the target points for daily share price and Award Conditions as set out in Note 29(b) are expected to be achieved at each annual assessment date within the performance period.

Fees for executive directors and other emoluments for non-executive directors are not disclosed as the amounts are, in aggregate, below RM1 million.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

12. Finance costs

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Bank charges	5	11	-	1
Interest expenses:				
- Loans and borrowings	568	304	57	9
- Lease liabilities	6	2	-	-
- Due to subsidiaries	-	-	58	52
Cash flow hedge reclassified to profit or loss	(10)	66	-	-
Unwinding of notional interest (Note 35(e))	8	5	-	-
	577	388	115	62

13. Income tax expense

Major components of income tax expense

The major components of income tax expense for the financial years ended 31 January 2023 and 2022 were:

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Income statements				
Current income tax				
- Malaysian income tax	18	13	5	1
- Foreign tax	139	88	-	-
- Under provision in prior years	1	2	-	1
	158	103	5	2
Deferred tax (Note 34):				
- Relating to origination/reversal of temporary differences	109	89	-	-
	267	192	5	2

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

13. Income tax expense (continued)

Reconciliation between tax expense and accounting profit:

The reconciliation between tax expense and profit before tax multiplied by the applicable tax rates for the financial years ended 31 January 2023 and 2022 were as follows:

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Profit before tax	855	716	142	23
Tax at Malaysian statutory tax rate of 24% (2022: 24%)	205	172	34	6
Income not subject to tax	(149)	(39)	(85)	(32)
Expenses not deductible for tax purposes	315	133	56	27
Different tax rates of subsidiaries in various national jurisdictions	(79)	(57)	-	-
Changes in deferred tax assets not recognised	2	1	-	-
Utilisation of previously unrecognised deferred tax assets	(14)	(2)	-	-
Share of results of joint ventures and associates	3	(2)	-	-
Perpetual securities distribution and expenses	(17)	(16)	-	-
Under provision of tax expense in prior years	1	2	-	1
Income tax expense recognised in profit or loss	267	192	5	2

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2022: 24%) of the estimated assessable profit for the financial year.

Taxation for other jurisdictions are calculated at the rates prevailing in the respective jurisdictions. The above reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

14. Earnings per share

(a) Basic

The calculation of the basic earnings per share is based on the net profit attributable to the ordinary equity shareholders of the Company for the year divided by the weighted average number of ordinary shares in issue or issuable during the year, if any, excluding ordinary shares purchased by the Company and held as treasury shares (Note 28).

	Group	
	2023	2022 Restated [c]
Net profit attributable to owners of the Company (RM million)	589	401
Less: Distributions declared to holders of perpetual securities (Note (c)(iii))	(137)	(138)
Net profit attributable to ordinary equity shareholders of the Company (RM million)	452	263
Weighted average number of ordinary shares in issue at end of the year ('000)	2,707,253	1,065,202
Bonus issue completed on 14 April 2022 ('000) (Note (c)(i))	-	1,065,202
Rights issue completed on 28 June 2022 ('000) (Note (c)(ii))	-	278,265
Adjusted weighted average number of ordinary shares in issue and issuable at end of the year ('000)	2,707,253	2,408,669
Basic earnings per share (sen)		
- Before issuance of bonus and rights shares	16.7	24.7
- After issuance of bonus and rights shares	16.7	10.9

The weighted average number of shares takes into account the weighted average effect of changes in ordinary shares transactions during the financial year.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

14. Earnings per share (continued)

(b) Diluted

The diluted earnings per share is calculated by dividing the net profit attributable to the ordinary equity shareholders of the Company for the year (adjusted for interest income, net of tax, earned on the proceeds arising from the conversion of the ESS options and free detachable warrants) by the weighted average number of ordinary shares as adjusted for the basic earnings per share and includes all potential dilutive shares arising from the ESS options and warrants granted by the reporting date, as if the options and warrants had been exercised on the first day of the financial year or the date of the grant, if later.

	Group	
	2023	2022 Restated [c]
Net profit attributable to ordinary equity shareholders of the Company (RM million)	452	263
Weighted average number of ordinary shares in issue at end of the year ('000)	2,707,253	1,065,202
Adjusted for ESS options ('000)	2,525	2,822
Adjusted weighted average number of ordinary shares in issue at end of the year ('000)	2,709,778	1,068,024
Bonus issue completed on 14 April 2022 ('000) (Note (c)(i))	-	1,068,024
Rights issue completed on 28 June 2022 ('000) (Note (c)(ii))	-	278,265
Adjusted weighted average number of ordinary shares in issue and issuable at end of the year ('000)	2,709,778	2,414,313
Diluted earnings per share (sen)		
- Before issuance of bonus and rights shares	16.7	24.6
- After issuance of bonus and rights shares	16.7	10.9

(c) Restatement of prior year's earnings per share

(i) For comparative purposes, the basic and diluted earnings per share for the financial year ended 31 January 2022 had been adjusted to reflect the bonus issue of 1 bonus share for every 1 existing ordinary share which was completed on 14 April 2022.

(ii) For comparative purposes, the basic and diluted earnings per share for the financial year ended 31 January 2022 had been adjusted to reflect the bonus element of the rights issue of 2 rights shares for every 5 existing ordinary shares which was completed on 28 June 2022.

(iii) In accordance with MFRS 133 Earnings Per Share, paragraph 12, the profit or loss attributable to ordinary equity shareholders of the Company for the purpose of calculating basic and diluted earnings per share shall be adjusted for the after-tax amounts of preference dividends, differences arising on the settlement of preference shares, and other similar effects of preference shares classified as equity.

The Group has re-assessed the above-mentioned guidance provided by MFRS 133 Earnings Per Share. Accordingly, the profit attributable to ordinary equity shareholders of the Company for the purpose of calculating the basic and diluted earnings per share of the Group for the financial year ended 31 January 2022 was adjusted retrospectively to reflect the distributions declared to holders of perpetual securities of the Group (Note 44).

There is no impact on the assets, liabilities, equity and profit or loss of the Group and the Company arising from the above-mentioned adjustment.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

15. Dividends

	Company			
	2023		2022	
	Dividend per ordinary share Sen	Amount of dividend RM million	Dividend per ordinary share Sen	Amount of dividend RM million
Interim single tier dividend in respect of the financial year ended:				
- 31 January 2023 (declared on 22 September 2022 & paid on 16 December 2022)	1.0	29	-	-
Final single tier dividend in respect of the financial year ended:				
- 31 January 2022 (declared on 29 March 2022 & paid on 30 August 2022)	2.0	58	-	-
Interim single tier dividend in respect of the financial year ended:				
- 31 January 2022 (declared on 23 September 2021 & paid on 17 December 2021)	-	-	4.0	43
Final single tier dividend in respect of the financial year ended:				
- 31 January 2021 (declared on 25 March 2021 & paid on 30 August 2021)	-	-	2.0	21
	3.0	87	6.0	64

The Directors recommend a final single tier dividend of 1.0 sen per share in respect of the current financial year for shareholders' approval at the forthcoming Annual General Meeting.

If approved, the entitlement date and payment date for the dividend would be 3 August 2023 and 30 August 2023 respectively.

16. Property, plant and equipment

Group	Motor vehicles RM million	Offshore Marine - OSVs RM million	Offshore Production - FPSOs RM million	Tankers available for conversion RM million	Solar plant and machinery RM million	Right-of-use assets RM million	Construction work-in-progress RM million	*Other assets RM million	Total RM million
Cost									
At 1 February 2021	8	333	3,629	125	430	50	8	75	4,658
Additions	-	4	4	-	-	12	18	7	45
Disposals	-	-	-	-	(7)	-	-	(4)	(11)
Written off	-	-	-	-	-	(1)	-	(1)	(2)
Reclassification to other assets (Note 25)	-	-	-	(130)	-	-	-	-	(130)
Reclassification	-	-	-	-	37	23	-	5	65
Exchange differences	-	1	158	4	1	1	(1)	-	164
At 31 January 2022 and 1 February 2022	8	338	3,791	(1)	461	85	25	82	4,789
Additions	5	-	4	-	-	89	765	35	898
Disposals	(3)	-	(640)	-	-	(6)	-	-	(649)
Written off	-	-	-	-	-	(1)	-	(4)	(5)
Exchange differences	-	-	113	1	(32)	(4)	(48)	(3)	27
At 31 January 2023	10	338	3,268	-	429	163	742	110	5,060

16. Property, plant and equipment (continued)

Group	Motor vehicles RM million	Offshore Marine - OSVs RM million	Offshore Production - FPSOs RM million	Tankers available for conversion RM million	Solar plant and machinery RM million	Right-of-use assets RM million	*Other assets RM million	Total RM million
Accumulated depreciation								
At 1 February 2021	2	110	370	9	2	21	17	531
Charge for the financial year	1	10	189	6	17	16	11	250
Disposals	-	-	-	-	-	-	(3)	(3)
Written off	-	-	-	-	-	(1)	-	(1)
Reclassification to other assets (Note 25)	-	-	-	(16)	-	-	-	(16)
Reclassification	-	-	-	-	56	4	5	65
Exchange differences	-	-	16	-	-	-	1	17
At 31 January 2022 and 1 February 2022	3	120	575	(1)	75	40	31	843
Charge for the financial year	1	10	216	-	19	18	12	276
Disposals	(1)	-	(597)	-	-	(6)	-	(604)
Written off	-	-	-	-	-	(1)	(3)	(4)
Exchange differences	-	-	47	1	(7)	-	-	41
At 31 January 2023	3	130	241	-	87	51	40	552

16. Property, plant and equipment (continued)

Group	Motor vehicles RM million	Offshore Marine - OSVs RM million	Offshore Production - FPSOs RM million	Tankers available for conversion RM million	Solar plant and machinery RM million	Right-of-use assets RM million	Construction work-in-progress RM million	*Other assets RM million	Total RM million
Accumulated impairment loss									
At 1 February 2021	-	121	-	-	-	-	-	-	121
Impairment (Note 9)	-	3	-	-	-	-	-	-	3
At 31 January 2022 and 1 February 2022	-	124	-	-	-	-	-	-	124
Impairment (Note 9)	-	-	-	-	-	-	117	-	117
Exchange differences	-	-	-	-	-	-	(4)	-	(4)
At 31 January 2023	-	124	-	-	-	-	113	-	237
Net carrying amount									
At 31 January 2022	5	94	3,216	-	386	45	25	51	3,822
At 31 January 2023	7	84	3,027	-	342	112	629	70	4,271

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

16. Property, plant and equipment (continued)

Company	Right-of-use assets RM million	*Other assets RM million	Total RM million
Cost			
At 1 February 2021	8	14	22
Additions	-	3	3
Written off	-	(1)	(1)
At 31 January 2022 and 1 February 2022	8	16	24
Additions	-	1	1
At 31 January 2023	8	17	25
Accumulated depreciation			
At 1 February 2021	2	2	4
Charge for the financial year (Note 9)	2	4	6
Written off	-	(1)	(1)
At 31 January 2022 and 1 February 2022	4	5	9
Charge for the financial year (Note 9)	2	4	6
At 31 January 2023	6	9	15
Net carrying amount			
At 31 January 2022	4	11	15
At 31 January 2023	2	8	10

* *Other assets comprise office equipment, renovation, electrical installation, furniture and fittings and capital spares.*

(a) Additions to property, plant and equipment which were acquired during the financial year were as follows:

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Cash payment	809	33	1	3
Additions to lease liabilities	89	12	-	-
	898	45	1	3

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

16. Property, plant and equipment (continued)

(b) The carrying amounts of property, plant and equipment pledged to financial institutions for banking facilities granted to the Group and lease assets pledged to the related finance lease liabilities as disclosed in Note 32 and Note 33(b) at reporting date respectively were as follows:

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
FPSOs and OSVs	3,111	3,243	-	-
Motor vehicles	-	1	-	-
Solar plant and building	369	399	-	-
Construction work-in-progress	573	-	-	-
	4,053	3,643	-	-

(c) The FPSO contracts include options for the charterers to purchase the respective FPSOs or to extend their charter periods beyond the initial firm lease period. The purchase option values are based on declining agreed prices, which are in excess of the current net book values of the FPSOs as at the reporting date.

(d) Additional information for right-of-use assets were as follows:

2023	Buildings RM million	Office equipment RM million	Total RM million
Group			
Depreciation charge for the financial year	17	1	18
Carrying amounts at the end of financial year	112	-	112
Company			
Depreciation charge for the financial year	2	-	2
Carrying amounts at the end of financial year	2	-	2
2022			
Group			
Depreciation charge for the financial year	16	-	16
Carrying amounts at the end of financial year	44	1	45
Company			
Depreciation charge for the financial year	2	-	2
Carrying amounts at the end of financial year	4	-	4

(e) The carrying amount of property, plant and equipment subject to operating leases, primarily comprising FPSO John Agyekum Kufuor ("JAK") (2022: FPSO JAK and FPSO Adoon) as disclosed in Note 38(b) at each reporting date was as follows:

	Group	
	2023 RM million	2022 RM million
FPSOs and OSVs	3,111	3,310

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

16. Property, plant and equipment (continued)

(f) Impairment of Offshore Support Vessels ("OSVs")

For the financial year ended 31 January 2022, the Group recognised an impairment loss of RM3 million on certain OSVs based on shortfall between the recoverable amounts using the forecasted value-in-use and their carrying values.

(g) Impairment of Solar plant under construction

Project cost increases mainly attributed to increase in solar module prices and volatility in commodity prices in the current financial year were identified as impairment indicators. Consequently, the Group performed an impairment test and recognised an impairment loss of RM117 million on a solar plant under construction where there was a shortfall between the recoverable amounts determined based on value-in-use and carrying values. The key assumptions used for the value-in-use calculation are as follows:

(i) Power generation revenue forecasted over the tenure of the project estimated based on future market outlook and tariff change due to change in law;

(ii) Carbon credit revenue estimated based on forward price curve from USD4 to USD10 per credit over 10 years;

(iii) Expected commissioning date based on management's expectation of the timing of grid connection; and

(iv) Pre-tax discount rate based on the regional industry weighted average cost of capital ("WACC") of 10.63%.

Sensitivity to changes in key assumptions

	Impact on impairment loss 2023
Change in WACC (with all other inputs remaining constant)	
- increase by 0.5%	higher by RM22 million
- decrease by 0.5%	lower by RM22 million
Change in carbon credit revenue (with all other inputs remaining constant)	
- increase by 5%	lower by RM5 million
- decrease by 5%	higher by RM5 million

17. Investment properties

Investment properties are stated at fair value, which were determined based on valuations at the reporting date using the market comparison approach.

	Group	
	2023 RM million	2022 RM million
As at 31 January	15	15

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

17. Investment properties (continued)

The Group uses assumptions that are based on market conditions existing at the end of each reporting period. The fair value of investment properties were estimated by management based on market evidence of transaction prices for similar properties, adjusted for differences in key attributes such as property size, view and quality of interior fittings.

Fair value is determined using Level 3 inputs (defined as unobservable inputs for asset or liability) in the fair value hierarchy of MFRS 13 Fair Value Measurement (Note 39(a)). Changes in fair value are recognised in profit or loss during the reporting period in which they are reviewed.

The fair value measurements using Level 3 inputs are as follows:

	Valuation technique	Significant unobservable input Price per square foot RM/psf	
		2023	2022
Residential properties	Market comparison approach	655 - 1,133	655 - 1,133

Sensitivity to significant unobservable inputs

Changes in the price per square foot by 5% are not expected to result in a significant change in fair value of the investment properties of the Group.

18. Intangible assets

Group	Computer software RM million	Contract rights* RM million	Trademark RM million	Total RM million
Cost				
At 1 February 2021	43	375	1	419
Additions	1	-	-	1
Exchange differences	1	15	-	16
At 31 January 2022 and 1 February 2022	45	390	1	436
Additions	3	-	1	4
Exchange differences	1	5	-	6
At 31 January 2023	49	395	2	446
Accumulated amortisation				
At 1 February 2021	26	55	-	81
Amortisation (Note 7 & Note 9)	6	49	-	55
Exchange differences	1	2	-	3
At 31 January 2022 and 1 February 2022	33	106	-	139
Amortisation (Note 7 & Note 9)	5	52	-	57
Exchange differences	-	(1)	-	(1)
At 31 January 2023	38	157	-	195
Net carrying amount				
At 31 January 2022	12	284	1	297
At 31 January 2023	11	238	2	251

* *Contract rights recognised pursuant to the consideration paid for the novation of a charter contract involving provision of EPCIC and leasing of FPSO Helang.*

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

18. Intangible assets (continued)

Company	Computer software RM million	Trademark RM million	Total RM million
Cost			
At 1 February 2021	18	1	19
Additions	1	-	1
At 31 January 2022 and 1 February 2022	19	1	20
Additions	3	-	3
At 31 January 2023	22	1	23
Accumulated amortisation			
At 1 February 2021	13	-	13
Amortisation (Note 9)	3	-	3
At 31 January 2022 and 1 February 2022	16	-	16
Amortisation (Note 9)	2	-	2
At 31 January 2023	18	-	18
Net carrying amount			
At 31 January 2022	3	1	4
At 31 January 2023	4	1	5

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

19. Investment in subsidiaries

	Company	
	2023 RM million	2022 RM million
Unquoted shares, at cost		
In Malaysia	79	574
Outside Malaysia	4,522	2,188
	4,601	2,762
Accumulated impairment loss	(85)	(52)
	4,516	2,710

During the current financial year, the Company increased its investment in Yinson Global Corporation (S) Pte. Ltd. ('YGCSPL") with issuance of 454,315,105 new ordinary shares (2022: 158,000,000 ordinary shares) for a total consideration of RM2,334 million (2022: RM668 million) which was settled via capitalisation of amount owing by YGCSPL to the Company of RM919 million and cash settlement of RM1,415 million (2022: cash settlement of RM668 million).

During the current financial year, the Company transferred its 60% shareholding in Yinson Macacia Limited ("YML") with a cost of investment of RM495 million consisting of 122,010,000 ordinary shares to Yinson Macacia Sdn. Bhd. ("YMSB"), an indirect wholly owned subsidiary, for a total consideration of RM543 million settled via novation of amount owing by YMSB to the Company.

During the current financial year, the Company completed the disposal of its entire 100% equity interest in Yinson Marine Services Sdn. Bhd. with a cost of investment of RM0.3 million to Yinson Capital Sdn. Bhd., a related company controlled by certain Directors of the Company for a total cash consideration of RM1.25 million.

During the prior financial year, the Company acquired Knock Allan Pte. Ltd. from its indirect wholly owned subsidiary for a total cash consideration of RM28 million consisting of 30,000,001 ordinary shares and 59,999,999 preference shares.

Movement in the allowance for impairment accounts is as follows:

	Company	
	2023 RM million	2022 RM million
At 1 February	52	49
Impairment (Note 9)	33	3
At 31 January	85	52

In the current financial year, an impairment loss was recognised for certain subsidiaries of the Group as a result of their recoverable amounts being estimated to be lower than their carrying amounts.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

19. Investment in subsidiaries (continued)

(a) The equity interest, principal activities and countries of incorporation of subsidiaries that are included in the consolidated financial statements are disclosed in Note 48.

(b) Non-controlling interests in subsidiaries

The Group's subsidiaries that have material non-controlling interests ("NCI"), based on effective equity interest are as follows:

(i) Yinson Production (West Africa) Pte. Ltd.

	2023 RM million	2022 RM million
Effective equity interest held by NCI	26%	26%
Carrying value of NCI	188	125
Profit for the financial year attributable to NCI	65	59
Dividend paid to NCI	68	62

The summarised financial information before intercompany eliminations are as follows:

As at 31 January		
Non-current assets	3,242	3,152
Current assets	467	497
Non-current liabilities	(2,703)	(2,917)
Current liabilities	(282)	(253)
Net assets	724	479
Financial year ended 31 January		
Revenue	605	566
Profit for the financial year	250	225
Other comprehensive income	248	165
Total comprehensive income	498	390
Cash flows generated from operating activities	485	539
Cash flows generated from investing activities	1	1
Cash flows used in financing activities	(605)	(617)
Net decrease in cash and cash equivalents	(119)	(77)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

19. Investment in subsidiaries (continued)

(b) Non-controlling interests in subsidiaries (continued)

(ii) Yinson Boronia Consortium Pte. Ltd. and its subsidiaries

	2023 RM million	2022 RM million
Effective equity interest held by NCI	25%	25%
Carrying value of NCI	321	352
(Loss)/Profit for the financial year attributable to NCI	(60)	55

The summarised financial information before intercompany eliminations are as follows:

As at 31 January		
Non-current assets	5,984	5,169
Current assets	249	900
Non-current liabilities	(4,714)	(4,106)
Current liabilities	(194)	(517)
Net assets	1,325	1,446
Financial year ended 31 January		
Revenue	769	2,223
(Loss)/Profit for the financial year	(240)	214
Other comprehensive income	91	-
Total comprehensive (loss)/income	(149)	214
Cash flows used in operating activities	(1,432)	(1,844)
Cash flows used in investing activities	(15)	(109)
Cash flows generated from financing activities	616	2,622
Net (decrease)/increase in cash and cash equivalents	(831)	669

The other subsidiaries of the Group which have non-controlling interests are individually not material.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

20. Investment in joint ventures

	Group	
	2023 RM million	2022 RM million
Unquoted shares at cost		
- Within Malaysia	9	9
- Outside Malaysia	124	124
Share of post acquisition reserves	113	179
Share of foreign currency translation reserve	113	107
Share of net assets of joint ventures	359	419

	Company	
	2023 RM million	2022 RM million
Unquoted shares at cost:		
- Outside Malaysia	-	120

During the current financial year, the Company completed the disposal of its 49% equity interest in PTSC Asia Pacific Pte. Ltd. ("PTSCAP") and 49% equity interest in PTSC South East Asia Pte. Ltd. ("PTSCSEA"), with an aggregate cost of investment of RM120 million, to Yinson Production Capital Pte. Ltd. ("YPCPL"), an indirect wholly owned subsidiary of the Company for a total consideration of RM377 million which was settled via novation of amount owing to the Company by YPCPL.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

20. Investment in joint ventures (continued)

The Group's equity interest, principal activities and countries of incorporation of its joint ventures are disclosed in Note 48.

Summarised financial information of the material joint ventures, based on its MFRS/IFRS financial statements is set out below:

(i) PTSC South East Asia Pte. Ltd.

Summarised statement of financial position:	2023 RM million	2022 RM million
Current assets *	71	74
Non-current assets	269	312
Current liabilities	1	(1)
Net assets	341	385
Proportion of the Group's ownership	49%	49%
Carrying amount of the investment	167	189

* *Included in current assets are cash and bank balances of RM65 million (2022: RM66 million).*

Summarised statement of comprehensive income:	2023 RM million	2022 RM million
Revenue	33	33
Cost of sales *	(48)	(45)
Loss before tax	(15)	(12)
Income tax expense	(2)	(2)
Loss for the financial year	(17)	(14)
Other comprehensive income	6	16
Total comprehensive (loss)/income	(11)	2
Group's share of loss for the financial year	(8)	(7)
Group's share of other comprehensive income	3	8
Group's share of total comprehensive (loss)/income	(5)	1
Dividend received from joint venture	17	16

* *Included in cost of sales is depreciation of RM48 million (2022: RM45 million).*

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

20. Investment in joint ventures (continued)

Summarised financial information of the material joint ventures, based on its MFRS/IFRS financial statements is set out below: (continued)

(ii) PTSC Asia Pacific Pte. Ltd.

Summarised statement of financial position:	2023 RM million	2022 RM million
Current assets *	247	209
Non-current assets	126	182
Current liabilities	(3)	(3)
Net assets	370	388
Proportion of the Group's ownership	49%	49%
Group's share of net assets and carrying amount of the investment	181	190

* *Included in current assets is cash and bank balances of RM220 million (2022: RM210 million).*

Summarised statement of comprehensive income:	2023 RM million	2022 RM million
Revenue	82	75
Cost of sales *	(68)	(67)
Administrative expenses	-	(1)
Profit before tax	14	7
Other comprehensive income	6	35
Total comprehensive income	20	42
Group's share of profit for the financial year	7	3
Group's share of other comprehensive income	3	17
Group's share of total comprehensive income	10	20
Dividend received from joint venture	32	31

* *Included in cost of sales is depreciation of RM60 million (2022: RM57 million).*

(iii) Investment in other joint ventures

The summarised financial information of investment in other joint ventures is not presented as these investments are individually immaterial to the Group.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

21. Investment in associates

	Group	
	2023 RM million	2022 RM million
Unquoted shares, at cost:		
- Within Malaysia	2	-
- Outside Malaysia	134	128
Share of post-acquisition reserves	(15)	(2)
Share of foreign currency translation reserve	(2)	(1)
Accumulated impairment loss	(8)	-
Share of net assets of associates	111	125

In the current financial year, an impairment loss of RM8 million was recognised for an associate as a result of its recoverable amount being estimated to be lower than its carrying amount.

The Group's equity interest, principal activities and countries of incorporation of its associates are disclosed in Note 48.

Summarised financial information of the material associate, based on its MFRS/IFRS financial statements is set out below:

(i) Shift Clean Solutions Ltd

Summarised statement of financial position:	2023 RM million	2022 RM million
Current assets *	56	67
Non-current assets	338	341
Current liabilities	(39)	(13)
Non-current liabilities	-	(1)
Net assets	355	394
Proportion of the Group's ownership	20%	20%
Carrying amount of the investment	71	79

* *Included in current assets is cash and bank balances of not more than RM1 million (2022: RM34 million).*

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

21. Investment in associates (continued)

Summarised financial information of the material associate, based on its MFRS/IFRS financial statements is set out below: (continued)

(i) Shift Clean Solutions Ltd (continued)

Summarised statement of comprehensive income#:	2023 RM million	2022 RM million
Revenue	1	1
Cost of sales	1	-
Administrative expenses *	(39)	(12)
Loss before tax	(37)	(11)
Income tax expense	-	-
Loss for the financial year	(37)	(11)
Other comprehensive income	-	-
Total comprehensive loss	(37)	(11)
Group's share of loss for the financial year	(7)	(2)
Group's share of other comprehensive (loss)/income	-	-
Group's share of total comprehensive loss	(7)	(2)

* *Included in administrative expense is depreciation of RM7 million (2022: RM2 million).*

\# *For the financial year ended 31 January 2022, the financial results were from date of acquisition i.e. 6 October 2021 to 31 January 2022.*

(ii) Investment in other associates

The summarised financial information of investment in other associates is not presented as these investments are individually immaterial to the Group.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

22. Other investments

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Financial assets at fair value through profit or loss				
Investment funds:				
- In Malaysia	51	-	51	-
- Outside Malaysia	102	14	-	-
	153	14	51	-
Current	153	14	51	-

As at 31 January 2023, other investments included investments in money market funds amounting to RM145 million.

23. Inventories

	Group	
	2023 RM million	2022 RM million
Spare parts	25	1

24. Trade and other receivables

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Current:				
Trade receivables				
Third parties	572	263	-	-
Subsidiaries	-	-	26	7
	572	263	26	7
Accumulated impairment loss (Note (a))	(1)	(11)	(10)	-
	571	252	16	7

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

24. Trade and other receivables (continued)

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Current:				
Other receivables				
Deposits (Note (b)(i))	71	31	1	1
Sundry receivables (Note (b)(iii))	171	125	2	1
Proceeds receivable from disposal of other investments	-	75	-	-
Due from subsidiaries:				
- interest bearing (Note (b)(v))	-	-	-	4
- non-interest bearing (Note (b)(vi))	-	-	197	168
Due from joint ventures (Note (b)(vii))	1	84	-	-
	243	315	200	174
Accumulated impairment loss (Note (b)(viii))	(12)	(12)	(90)	(93)
	231	303	110	81
	802	555	126	88
Non-current:				
Other receivables				
Deposits (Note (b)(ii))	33	8	-	-
Sundry receivables (Note (b)(iii))	75	81	-	-
Loan to an associate (Note (b)(iv))	9	-	-	-
Loans to subsidiaries				
- interest bearing (Note (b)(v))	-	-	11	14
- non-interest bearing (Note (b)(vi))	-	-	319	379
	117	89	330	393
Accumulated impairment loss (Note (b)(viii))	-	-	-	-
	117	89	330	393
Total trade and other receivables	919	644	456	481

Trade receivables are non-interest bearing and are generally on 30 (2022: 30) day terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

24. Trade and other receivables (continued)

(a) Trade receivables

Movements in trade receivables allowance for impairment account are as follows:

	Group	
	2023 RM million	2022 RM million
At 1 February	11	8
Impairment (Note 9)	-	3
Written off	(2)	-
Disposal of a subsidiary	(8)	-
At 31 January	1	11

Included in the Group's trade receivables as at 31 January 2023 is an amount of RM197 million related to retention sums due from a customer.

Trade receivables that are individually determined to be impaired at the reporting date related to debtors that are in significant financial difficulties and/or have defaulted on payments. These receivables are not secured by any collateral or credit enhancements.

(b) Other receivables

(i) Included in current deposits is an amount of RM53 million (2022: RM21 million) relating to an option agreement with a vendor to secure a vessel for an anticipated FPSO project.

(ii) Included in non-current deposits is an amount of RM26 million (2022: NIL) relating to fixed deposits with more than 12-month maturity period as at 31 January 2023.

(iii) Included in sundry receivables is an amount of RM81 million (USD19 million) (2022: RM91 million (USD22 million)) relating to a contractual settlement arrangement with a customer for receivables relating to an FPSO project, which is unsecured and repayable over a period of 7 years. The amount receivable was adjusted to its fair value upon initial recognition, and is subsequently carried at amortised cost. As at 31 January 2023, the amounts classified as current and non-current were RM13 million (USD3 million) (2022: RM11 million (USD3 million)) and RM68 million (USD16 million) (2022: RM80 million (USD19 million)) respectively.

(iv) Loan to an associate is unsecured and bears interest of 8% per annum.

(v) Amounts due from subsidiaries bear interest of COF + 0.50% per annum and are denominated in RM. The amounts are unsecured and revolving on daily basis, except for amounts of RM11 million as at 31 January 2023 (2022: RM14 million) which were not expected to be recovered within the next 12 months.

(vi) Amounts due from subsidiaries which are non-interest bearing are denominated in USD and RM. These amounts are unsecured and revolving on daily basis, except for amounts of RM319 million as at 31 January 2023 (2022: RM379 million) which were not expected to be recovered within the next 12 months.

(vii) Amounts due from joint ventures were unsecured and non-interest bearing.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

24. Trade and other receivables (continued)

(b) Other receivables (continued)

(viii) Movements in other receivables allowance for impairment account is as follows:

	Performing RM million	Under-performing RM million	Not performing RM million	Total RM million
Group				
At 1 February 2021	3	-	32	35
Written off	-	-	(23)	(23)
At 31 January 2022 and 1 February 2022	3	-	9	12
At 31 January 2023	3	-	9	12
Company				
At 1 February 2021	-	14	65	79
Charge for the financial year	-	-	12	12
Exchange differences	-	-	2	2
At 31 January 2022 and 1 February 2022	-	14	79	93
Reversal of impairment loss	-	-	(3)	(3)
At 31 January 2023	-	14	76	90

Allowance for impairment is related to amounts due from its subsidiaries.

Refer to Note 41(b)(ii) for the Group's and the Company's definition on performing, under-performing and not performing.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

25. Other assets

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Current:				
Prepayments (Note (a))	241	78	11	5
Contract cost assets (Note (b))	497	-	-	-
	738	78	11	5
Non-current:				
Prepayments	20	-	-	-
Contract cost assets (Note (b))	8	240	-	-
	28	240	-	-
	766	318	11	5

(a) Included in the Group's current prepayments is an amount of RM100 million (2022: RM18 million) relating to prepayments to vendors for EPCIC business activities.

(b) As at 31 January 2023, the Group has recognised assets relating to a long-term charter contract which was secured during the financial year. The costs include the cost of an FPSO vessel amounting to RM263 million (2022: RM114 million) and engineering and manpower costs that are directly attributable to the long-term charter contract which generate resources that will be used in satisfying the future performance obligations of the contract and are expected to be recovered.

26. Cash and bank balances

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Cash on hand and at banks	1,383	2,598	119	213
Deposits with licensed banks	124	261	2	122
Cash and bank balances	1,507	2,859	121	335

For the purpose of the statements of cash flows, cash and cash equivalents at the reporting dates comprised the following:

	Group		Company	
	2023 RM million	2022 RM million Restated	2023 RM million	2022 RM million
Cash and bank balances	1,507	2,859	121	335
Less:				
Fixed deposits with maturity period over 3 months *	(85)	(84)	-	(2)
Cash and cash equivalents	1,422	2,775	121	333

* *Deposit placed with the licensed bank that was restricted based on the requirements of a lender.*

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

26. Cash and bank balances (continued)

Cash at banks earns interest at floating rates based on daily bank deposit rates. Deposits with licensed banks are made for varying periods of between one to ten months, depending on the immediate cash requirements of the Group, and earn interest at the respective deposit rates.

Included in cash and cash equivalents are bank balances and deposits with licensed banks of the Group and the Company amounting to RM476 million and RM2 million respectively (31 January 2022: RM1,280 million and RM2 million respectively) that were restricted based on the respective requirements of the lenders. These restricted amounts can only be used for purposes specified in the respective loan agreements, such as:

- Debt Service Reserve Accounts, where specified minimum amounts are required to be maintained to service loans;

- Operation and maintenance restricted accounts, where the amounts can only be utilised for expenses related to the charter and operation and maintenance contracts relating to the specified FPSO; and

- FPSO restricted accounts, where the amounts can only be utilised for construction of a FPSO, as disclosed in Note 32.

27. Share capital

	Group and Company			
	Number of shares		Amount	
	2023 '000	2022 '000	2023 RM million	2022 RM million
Ordinary shares issued and fully paid:				
At 1 February	1,101,346	1,099,519	1,134	1,126
Issued during the financial year				
- Exercise of ESS (Note 29(a))	4,388	1,827	16	8
- Bonus issue	1,103,783	-	-	-
- Rights issue	844,208	-	1,070	-
At 31 January	3,053,725	1,101,346	2,220	1,134

On 14 April 2022, the Company completed the issuance of 1,103,782,973 bonus shares on the basis of 1 bonus share for every 1 existing ordinary share. On 28 June 2022, the Company completed the Rights Issue of 844,207,538 ordinary shares, on the basis of 2 rights shares for every 5 existing ordinary shares for a cash consideration (net of transaction costs of RM10 million) of RM1,180 million. The fair value of the free detachable warrants issued together with the Rights Issue of RM110 million was allocated from the net consideration received from the Rights Issue and transferred to warrants reserve (Note 30(f)).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

28. Treasury shares

	Group and Company			
	2023		2022	
	Number of shares '000	Amount RM million	Number of shares '000	Amount RM million
At 1 February	35,111	178	34,287	174
Treasury shares purchased	84,204	191	824	4
Bonus issue	38,018	-	-	-
At 31 January	157,333	369	35,111	178

At the Annual General Meeting held on 14 July 2022, the shareholders of the Company had approved for the Company to repurchase its own shares up to a maximum of ten percent (10%) of its prevailing issued and paid-up share capital of the Company. The Directors of the Company are committed to enhancing the value of the Company and believed that the repurchase plan was being applied in the best interest of the Company and its shareholders.

29. Share-based compensation plans

(a) Employees' Share Scheme

The Company implemented an Employees' Share Scheme ("ESS" or "Scheme") which came into effect on 3 November 2015 for a period of 5 years to 2 November 2020. The ESS is governed by the By-Laws which were approved by the shareholders on 3 November 2015. On 25 January 2018, the Board of Directors resolved to extend the ESS tenure for additional five (5) years till 2 November 2025 in accordance with the terms of the ESS By-Laws.

The Company had made the third, fourth and the fifth offer of options under ESS Scheme on 27 February 2019, 22 January 2020 and 28 September 2021 respectively.

The main features of the Scheme are as follows:

(a) An eligible employee shall pay a sum of RM1.00 as consideration for acceptance of that offer. An option shall be exercisable at a price which is the weighted average of the market price quotation of the shares for the five (5) market days immediately preceding the date on which the options are granted, rounded to the nearest sen.

(b) Unless otherwise determined by the ESS Committee, each option shall become exercisable, to the extent of one-third of the shares covered thereby, on each of the first three (3) anniversaries of the date of grant, if the holder of such option shall have been in the continuous service of the Company or subsidiaries that are not dormant throughout such period. No options shall be exercisable if the exercise of such options would violate any provision of applicable laws, nor shall any options be exercisable more than five (5) years from the date on which the Scheme became effective.

(c) The new shares issued upon the exercise of an option will be subject to all the provisions of the Company's Constitution and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and shall rank pari passu in all respects with the then existing issued ordinary shares of the Company, save that they will not entitle the holders thereof to receive any rights or bonus issue or dividends or distributions the entitlement date of which precedes the date of the issue of such new shares.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

29. Share-based compensation plans (continued)

(a) Employees' Share Scheme (continued)

(d) The aggregate maximum number of Scheme Shares that may be allocated to any one category/designation of eligible Director or employee of the Group shall be determined by the ESS Committee provided that:

(i) the Directors (including non-executive directors) and senior management do not participate in the deliberation and discussion of their own allocation;

(ii) not more than 80% of the Scheme Shares available under the ESS on any date shall be allocated in aggregate to the Directors (including non-executive directors) and senior management of the Group; and

(iii) the allocation to any individual eligible Director or employee of who, either singly or collectively through persons connected with the eligible Director or employee, holds twenty percent (20%) or more of the issued and paid-up share capital (excluding treasury shares) of the Company, does not exceed ten percent (10%) of the shares available under the ESS.

The fair value of share options granted were determined using the Trinomial valuation model, taking into account the terms and conditions upon which the options were granted. The inputs to the model used were as follows:

	Grant date			
	30.3.2018	**27.2.2019**	**22.1.2020**	**28.9.2021**
Dividend yield (%)	1.58	0.63 - 0.72	1.05 - 1.29	1.13 - 1.14
Expected volatility (%)	19.86 - 25.72	22.25	22.79	33.40
Risk-free interest rate (%)	3.85	3.59 - 3.76	3.29 - 3.34	2.96 - 3.41
Expected life of option (years)	1.50 - 3.50	1.50 - 3.50	1.50 - 3.50	1.50 - 3.50
Share price at date of grant (RM)	4.00	4.50	6.23	4.92
Exercise price of option (RM): *				
- At grant date	3.65	4.00	6.00	4.67
- After Bonus Issue	-	2.00	3.00	2.34
- After Rights Issue	-	1.71	2.56	1.99
Fair value of option at date of grant (RM): *				
- 1st tranche	0.45	0.21	0.38	0.40
- 2nd tranche	0.70	0.26	0.48	0.51
- 3rd tranche	0.82	0.30	0.55	0.60

* *Adjusted following the Bonus Issue and Rights Issue except for share options granted on 30 March 2018 which lapsed before the Bonus Issue and Rights Issue. See Note 29(d) for more details.*

The expected average life of options is based on historical information, which may not necessarily be indicative of the future exercise pattern that may occur. The expected volatility reflects the assumptions based on the historical volatility on the assumptions that this is indicative of future trends which may also not necessarily be the actual outcome.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

29. Share-based compensation plans (continued)

(a) Employees' Share Scheme (continued)

Movements in the number of share options over ordinary shares outstanding and their related weighted average exercise prices are as follows:

Grant date	At start of the financial year '000	Bonus Issue '000	Rights Issue '000	Exercised '000	Lapsed '000	At end of the financial year '000
2023						
30.3.2018	2,618	-	-	(2,138)	(480)	-
27.2.2019	6,338	6,039	1,903	(2,123)	(282)	11,875
22.1.2020	3,245	3,065	990	-	(715)	6,585
28.9.2021	4,500	4,500	1,470	(127)	(400)	9,943
	16,701	13,604	4,363	(4,388)	(1,877)	28,403

Grant date	At start of the financial year '000	Granted '000	Exercised '000	Lapsed '000	At end of the financial year '000
2022					
30.3.2018	3,515	-	(887)	(10)	2,618
27.2.2019	7,368	-	(940)	(90)	6,338
22.1.2020	3,410	-	-	(165)	3,245
28.9.2021	-	4,740	-	(240)	4,500
	14,293	4,740	(1,827)	(505)	16,701

For the financial year ended 31 January 2023, the weighted average share prices at the time of exercise of 2,138,000 (2022: 887,000) share options under the second offer of options on 30 March 2018, 2,123,000 (2022: 940,000) share options under the third offer of options on 27 February 2019 and 127,000 (2022: NIL) share options under the fifth offer of options on 28 September 2021 were RM2.15 (2022: RM5.76), RM2.40 (2022: RM5.69) per share and RM2.58 (2022: NIL) respectively.

(b) Employees' Long-term Incentive Plan

On 26 June 2019, the Board of Directors of the Company approved an Employees' Long-term Incentive Plan ("LTIP"). The LTIP is governed by the By-Laws of the ESS approved by the shareholders on 3 November 2015. Under the LTIP, either performance bonuses in cash or ordinary shares in the Company ("Yinson Shares") are awarded to the eligible employees and an executive director of the Group.

On 25 March 2020, the terms and conditions of the LTIP were finalised and approved by the Board of Directors. On 3 August 2020, the LTIP was granted to the eligible employees and executive director of the Group.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

29. Share-based compensation plans (continued)

(b) Employees' Long-term Incentive Plan (continued)

(a) The salient features of the LTIP are as follows:

(i) The awards under the LTIP can be made through the Share Award Scheme (award of Yinson Shares) or Performance Bonus Scheme (bonus payout in cash). The Share Award Scheme component under the LTIP (which is under the ESS) shall expire on 2 November 2025.

(ii) The maximum number of Yinson Shares to be allotted and issued for the Share Award Scheme and the maximum amount of performance bonuses to be paid under the Performance Bonus Scheme under the LTIP shall not be more than, in aggregate, 4.50% and 2.66% of the issued and paid-up ordinary share capital of the Company (excluding treasury shares) respectively, at any point in time during the duration of the LTIP.

The total percentages of Yinson Shares and performance bonuses to be awarded as a proportion of the issued and paid-up ordinary share capital of the Company (excluding treasury shares) upon achievement of specific target points for daily share price (based on 1-month Volume Weighted Average Price ("VWAP") are as follows:

	1-month VWAP Target At grant date	After Bonus Issue	After Rights Issue	Percentage of Yinson Shares to be awarded as proportion of the issued and paid-up ordinary share capital of the Company	Performance bonus to be awarded as proportion of the issued and paid-up ordinary share capital of the Company
Tranche 1	RM 6.50	RM 3.25	RM 2.77	Up to 0.32%	Up to 0.19%
Tranche 2	RM 7.50	RM 3.75	RM 3.20	Up to 0.64%	Up to 0.38%
Tranche 3	RM 8.50	RM 4.25	RM 3.69	Up to 1.29%	Up to 0.76%
Tranche 4	RM 11.00	RM 5.50	RM 4.69	Up to 2.25%	Up to 1.33%
Total				**Up to 4.50%**	**Up to 2.66%**

(iii) The total number of Yinson Shares to be awarded to an employee shall not be more than 10% of the Yinson Shares made available under the LTIP if the employee either singly or collectively through persons connected with the said employee, holds twenty percent (20%) or more of the Company's issued and paid-up share capital (excluding treasury shares).

(iv) The total number of Yinson Shares to be awarded to Mr. Lim Chern Wooi, being a person who singly or collectively through persons connected with them hold twenty percent (20%) or more of the issued and paid-up share capital (excluding treasury shares) of the Company, shall not exceed 10 percent (10%) of the issued and paid-up ordinary share capital of the Company (excluding treasury shares).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

29. Share-based compensation plans (continued)

(b) Employees' Long-term Incentive Plan (continued)

(b) The Yinson Shares and performance bonuses for each tranche will be awarded only upon fulfilment of all of the following Group performance targets at the preceding financial year before grant ("Award Conditions"), as follows:

(i) Current Ratio of the Group of more than 1 time;

(ii) Audited PATMI (before deducting expenses recognised in accordance with MFRS 2 Share-based Payment) of the Group ("Adjusted Group PATMI") equal to or greater than RM400 million; and

(iii) Specific target points for daily share price based on 1-month VWAP as set out in (a)(ii) above.

(c) Upon meeting the Award Conditions for each tranche, the Employees' Share Scheme Committee ("ESS Committee") and the Board of Directors of the Company will determine and approve the total number of Yinson Shares and total amount of performance bonuses to be awarded. The vesting of these Yinson Shares and performance bonuses is subject to the following vesting conditions:

(i) The aggregate value of the vesting of such portion of the Yinson Shares or performance bonuses awarded in each financial year shall not exceed 20% of the Adjusted Group PATMI; and

(ii) The balance portion of Yinson Shares and performance bonuses awarded but not vested due to the limit of 20% of Adjusted Group PATMI in each financial year, will continue to be vested in the subsequent financial year(s), without further testing of the Award Conditions as set out in (b) above, subject to the limit of 20% of Adjusted Group PATMI in each financial year, until those awarded Yinson Shares and performance bonuses are fully vested. No Yinson Shares shall be vested after the expiry or termination of the LTIP.

(iii) An eligible employee must remain in employment and shall not have served a notice of resignation or received a notice of termination during the vesting period of 2 years from the date of grant for each tranche.

(d) The Yinson Shares will vest equally over three instalments over a 2-year period with the first instalment vesting on the date of award. The date of award for each tranche is expected to be on 15 May of the applicable financial year.

Depending on the level of achievement of the performance targets as determined by the ESS Committee or Nominating and Remuneration Committee of the Company, the total amount of Yinson Shares which will vest or total amount of performance bonuses which will be paid may be lower than the total number of shares or the total amount of performance bonuses offered respectively.

(e) Pursuant to Clause 21.1 of the by-laws of the ESS (hereinafter "By-Laws"), the ESS Committee may, in its sole discretion, settle any unvested Yinson Shares by way of equity settlement or cash settlement prior to the termination of the ESS or expiry of the LTIP. Any unvested Yinson Shares shall automatically lapse and cease to be capable of vesting in the event the ESS expires or terminates in accordance with the terms of the By-Laws.

(f) There were no Yinson Shares awarded and performance bonuses paid to the Group's eligible employees and executive director under the LTIP in the financial years ended 31 January 2023 and 2022.

(g) The fair value of the Yinson Shares at grant date is determined using the Monte Carlo Simulation model, taking into account the terms and conditions upon which the shares were granted, share price at grant date, expected price volatility of the underlying shares, expected dividend yield, risk-free interest rate for the term of the LTIP and on the basis that the maximum number of Yinson Shares available for each tranche under the LTIP will be allotted and issued to eligible employees and executive director of the Group.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

29. Share-based compensation plans (continued)

(b) Employees' Long-term Incentive Plan (continued)

The significant inputs in the model used were as follows:

	Grant date 3 August 2020
Share price at grant date (RM)	6.27
Risk free rate (%)	2.16
Expected volatility (%)	25
Expected dividend yield (%)	1.48
Fair value of Yinson Shares at date of award (RM): *	
- Tranche 1 at 1-month VWAP of RM 2.77	2.12
- Tranche 2 at 1-month VWAP of RM 3.20	1.70
- Tranche 3 at 1-month VWAP of RM 3.69	1.35
- Tranche 4 at 1-month VWAP of RM 4.69	0.73

* *Adjusted following the Bonus Issue and Rights Issue. See Note 29(d) for more details.*

The expected dividend yield used was based on future estimates, which may not necessarily be the actual outcome. The expected price volatility is based on average historical volatility over a 4-year period on a daily basis.

(c) Expenses arising from share-based payment transactions

Total expenses arising from share-based payment transactions recognised during the current financial year as part of employee benefits expenses were as follows:

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Share options issued under ESS (Note 29(a))	2	4	2	4
Amount charged to subsidiaries	-	-	(1)	(2)
Net amounts recognised in profit or loss	2	4	1	2
Share Award Scheme under LTIP (Note 29(b))	(10)	18	(10)	18
Amount credited/(charged) to subsidiaries	-	-	9	(12)
Net amounts recognised in profit or loss	(10)	18	(1)	6
Equity-settled share-based payment expenses	(8)	22	-	8
Performance Bonus Scheme under LTIP (Note 29(b))	(10)	17	(10)	17
Total share-based payment expenses	(18)	39	(10)	25

During the financial year, the Group and the Company revised its assumptions on the achievement of specific target points for daily share price under the LTIP. This resulted in a reversal of LTIP expenses of RM38 million and RM11 million for the Share Award Scheme respectively and RM26 million and RM26 million for the Performance Bonus Scheme respectively.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

29. Share-based compensation plans (continued)

(d) During the financial year, the Company had modified its ESS and LTIP awards in accordance with the completion of the Bonus Issue and Rights Issue on 14 April 2022 and 28 June 2022 respectively to ensure that the awards granted to the employees are maintained at the equivalent fair value of the original awards granted. Accordingly, there is no difference in the total fair value of the ESS and LTIP awards before and after the Bonus Issue and Rights Issue.

30. Reserves

(a) Foreign currency translation reserve

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. It also included the exchange differences arising from monetary items which form part of the Group's net investment in foreign operations, where the monetary item is denominated in currencies different from that of the Group's presentation currency.

(b) Cash flows hedge reserve

The cash flow hedge reserve represents cumulative fair value gain or loss arising from derivatives recognised. The effective portion of cash flow hedges is recognised in reserve while the ineffective portion will be reclassified to profit or loss.

(c) Share-based option reserve

The share-based option reserve comprises the cumulative value of employee services received for the issue of share options by the Company. The fair value, measured at grant date of the share options granted to these employees is recognised as an employee expense in profit or loss and a corresponding increase in equity, over the period that the employees become unconditionally entitled to the options.

(d) Share grant reserve

The share grant reserve represents the cumulative value of employee services rendered for the issue of share awards under the LTIP by the Company. The fair value of the expected share awards, measured at grant date of the LTIP, is recognised as an expense in profit or loss with a corresponding increase in equity, over the expected period that the employees become unconditionally entitled to the Yinson Shares.

(e) Put option reserve

Put option reserve arises from the disposal of 26% equity interest in a subsidiary, where an option was granted to a non-controlling interest to sell its equity stake back to the Group at their original consideration less dividends and proceeds from capital reduction received by them upon occurence of conditions set out in the shareholders agreement.

(f) Warrants reserve

Warrants reserve arises from the issuance of free detachable warrants together with the Rights Issue, and represents the allocation of the proceeds from the Rights Issue based on the fair value of the warrants at issuance date. The fair value of warrants is credited to a warrants reserve which is part of the Company's equity.

31. Retained earnings

The Company may distribute dividends out of its entire retained earnings as at 31 January 2023 under the single tier system.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

32. Loans and borrowings

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Current:				
Secured				
Sustainability-Linked Sukuk Wakalah	8	7	8	7
Term loans	795	537	-	-
Revolving credits	77	59	17	1
Trade facilities	242	-	-	-
	1,122	603	25	8
Unsecured				
Revolving credits	114	45	-	-
	114	45	-	-
	1,236	648	25	8
Non-current:				
Secured				
Sustainability-Linked Sukuk Wakalah	996	995	996	995
Term loans	6,902	6,689	-	-
	7,898	7,684	996	995
Unsecured				
Term loans	450	426	-	-
	8,348	8,110	996	995
	9,584	8,758	1,021	1,003
Total borrowings				
Sustainability-Linked Sukuk Wakalah	1,004	1,002	1,004	1,002
Term loans	8,147	7,652	-	-
Revolving credits	191	104	17	1
Trade facilities	242	-	-	-
Total loans and borrowings	9,584	8,758	1,021	1,003

(a) The secured loans and borrowings of the Group and of the Company are secured by certain assets of the Group as disclosed in Note 16 and Note 26 and certain of the Group's vessels under finance lease arrangements.

(b) Certain term loans of RM3,213 million (2022: RM2,545 million) are guaranteed by both the Company and an external party. Other loans and borrowings of RM2,162 million (2022: RM1,190 million) are fully guaranteed by the Company.

(c) The revolving credits at floating interest rates bear interest ranging from 2.25% to 7.32% (2022: 1.95% to 3.39%) per annum.

(d) The term loans at floating interest rates denominated in USD bear interest at range of 2.73% to 9.45% (2022: 2.38% to 4.85%) per annum.

(e) The trade facilities at floating interest rates pertained to supplier financing drawn in January 2023, which were denominated in Indian Rupee ("INR") and bears interest of 8.70% per annum.

(f) Except for a term loan at floating interest rate denominated in INR of RM325 million (2022: NIL) which bears interest of 7.40% to 8.70% per annum, another INR term loan of RM137 million (2022: RM319 million) bears interest of 8.25% per annum where interest rate is reset automatically and every five years.

32. Loans and borrowings (continued)

The remaining maturities of the loans and borrowings as at the reporting date are as follows:

	Interest rate terms	Denominated currency	Total carrying amount RM million	On demand or within one year RM million	More than 1 year and less than 2 years RM million	More than 2 years and less than 5 years RM million	5 years or more RM million
Group							
At 31 January 2023							
Secured							
Sustainability-Linked Sukuk Wakalah	Fixed rate at 5.55% per annum	RM	1,004	8	-	996	-
Term loans	Floating rates vary based on London Interbank Offered Rate ("LIBOR") *	USD	6,314	602	524	3,771	1,417
	Floating rates vary based on cost of funds ("COF")	USD	567	85	93	389	-
	Floating rates vary based on Secured Overnight Financing Rate ("SOFR")	USD	354	92	262	-	-
	Floating rates vary based on COF	INR	325	8	15	52	250
	Rate is reset every five years	INR	137	8	8	27	94
Revolving credits	Floating rates vary based on COF	USD	77	77	-	-	-
Trade facilities	Floating rates vary based on COF	INR	242	242	-	-	-
Unsecured							
Term loans	Floating rates vary based on SOFR	USD	450	-	-	450	-
Revolving credits	Floating rates vary based on Kuala Lumpur Interbank Offered Rate ("KLIBOR")	RM	58	58	-	-	-
	Floating rates vary based on COF	USD	56	56	-	-	-
			9,584	1,236	902	5,685	1,761

32. Loans and borrowings (continued)

The remaining maturities of the loans and borrowings as at the reporting date are as follows: (continued)

	Interest rate terms	Denominated currency	Total carrying amount RM million	On demand or within one year RM million	More than 1 year and less than 2 years RM million	More than 2 years and less than 5 years RM million	5 years or more RM million
Group							
At 31 January 2022							
Secured							
Sustainability-Linked Sukuk Wakalah	Fixed rate at 5.55% per annum	RM	1,002	7	-	995	-
Term loans	Floating rates vary based on LIBOR *	USD	6,543	460	683	3,568	1,832
	Floating rates vary based on COF	USD	364	61	67	235	1
	Rate is reset every five years	INR	319	16	17	55	231
Revolving credits	Floating rates vary based on LIBOR	USD	59	59	-	-	-
Unsecured							
Term loans	Floating rates vary based on LIBOR	USD	426	-	426	-	-
Revolving credits	Floating rates vary based on KLIBOR	RM	45	45	-	-	-
			8,758	648	1,193	4,853	2,064

* *Certain floating rate bank loans of the subsidiaries are hedged by a series of USD interest rate swap contracts with banks (Note 36(a)).*

32. Loans and borrowings (continued)

The remaining maturities of the loans and borrowings as at the reporting date are as follows: (continued)

	Interest rate terms	Denominated currency	Total carrying amount RM million	On demand or within one year RM million	More than 1 year and less than 2 years RM million	More than 2 years and less than 5 years RM million
Company						
At 31 January 2023						
Secured						
Sustainability-Linked Sukuk Wakalah	Fixed rate	RM	1,004	8	-	996
Revolving credits	Floating rate varies based on COF	USD	17	17	-	-
			1,021	25	-	996
At 31 January 2022						
Secured						
Sustainability-Linked Sukuk Wakalah	Fixed rate	RM	1002	7	-	995
Revolving credits	Floating rate varies based on COF	USD	1	1	-	-
			1,003	8	-	995

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

33. Leases

(a) Finance lease receivables - the Group as lessor

	Group	
	2023 RM million	2022 RM million
Minimum lease receivables:		
Within 1 year	346	347
Between 1-2 years	344	344
Between 2-3 years	340	342
Between 3-4 years	330	339
Between 4-5 years	317	328
Later than 5 years	2,416	2,711
Total undiscounted lease payments	4,093	4,411
Less: Future finance income	(1,998)	(2,240)
Net investment in finance lease	2,095	2,171
Current	97	89
Non-current	1,998	2,082
	2,095	2,171

(i) In the financial year ended 31 January 2021, a subsidiary of the Company has commenced a finance lease for the chartering of an FPSO (FPSO Abigail Joseph) to a third party for a lease term of 12 years, comprising a firm charter period of 7 years and extension option periods of 5 years. Management has assessed that it is reasonably certain for the charterer to exercise the extension options for 5 years out of the 8 years' extension options as set out in the charter agreement. Finance income on the net investment in the lease during the financial year was RM194 million (2022: RM178 million) (Note 6), of which RM66 million (2022: RM54 million) relates to variable lease payments which are not included in the measurement of the net investment in the lease.

(ii) In the financial year ended 31 January 2020, a subsidiary of the Company commenced a finance lease for the chartering of an FPSO (FPSO Helang) to a third party for a lease term of 18 years comprising of a firm charter period 8 years and annual extension option periods of up to 10 years. Finance income on the net investment in the lease during the financial year was RM168 million (Note 6) (2022: RM163 million), of which RM26 million (2022: RM24 million) relates to variable lease payments which are not included in the measurement of the net investment in the lease.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

33. Leases (continued)

(b) Lease liabilities - the Group as lessee

	2023 RM million	2022 RM million
Group		
Minimum lease commitments:		
Within 1 year	24	15
More than 1 year and less than 2 years	22	9
More than 2 years and less than 5 years	73	-
Total minimum lease payments	119	24
Less: Amounts representing finance charges	(30)	(1)
Present value of minimum lease payments	89	23
Present value of payments:		
Within 1 year	21	14
More than 1 year and less than 2 years	19	9
More than 2 years and less than 5 years	49	-
Present value of minimum lease payments	89	23
Less: Amounts due within 12 months	(21)	(14)
Amounts due after 12 months	68	9
Company		
Minimum lease commitments:		
Within 1 year	2	3
More than 1 year and less than 2 years	-	2
Total/Present value of minimum lease payments	2	5
Present value of payments:		
Within 1 year	2	3
More than 1 year and less than 2 years	-	2
Present value of minimum lease payments	2	5
Less: Amounts due within 12 months	(2)	(3)
Amounts due after 12 months	-	2

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

34. Deferred taxation

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority.

The following amounts, determined after appropriate offsetting, are shown in the statement of financial position:

	Group	
	2023 RM million	2022 RM million
Deferred tax assets	35	3
Deferred tax liabilities	(330)	(192)
	(295)	(189)
At 1 February	(189)	(92)
Recognised in profit or loss (Note 13)	(109)	(89)
Exchange differences	3	(8)
At 31 January	(295)	(189)

The components and movements of deferred taxes during the financial year were as follows:

Group	Tax losses RM million	Contract assets RM million	Accelerated capital allowances and others RM million	Total RM million
At 1 February 2021	2	(89)	(5)	(92)
Recognised in profit or loss	-	(88)	(1)	(89)
Exchange differences	-	(6)	(2)	(8)
At 31 January 2022 and 1 February 2022	2	(183)	(8)	(189)
Recognised in profit or loss	30	(138)	(1)	(109)
Exchange differences	(4)	3	4	3
At 31 January 2023	28	(318)	(5)	(295)
2022				
Deferred tax assets (before offsetting)	2	-	4	6
Deferred tax liabilities (before offsetting)	-	(183)	(12)	(195)
Net deferred tax assets/(liabilities)	2	(183)	(8)	(189)
2023				
Deferred tax assets (before offsetting)	30	-	6	36
Deferred tax liabilities (before offsetting)	(2)	(318)	(11)	(331)
Net deferred tax assets/(liabilities)	28	(318)	(5)	(295)

As at the reporting date, the Group had unabsorbed tax losses and unutilised other deductible temporary differences of approximately RM270 million and RM489 million (2022: RM284 million and RM521 million respectively) that are available to offset against future taxable profits of the respective subsidiaries in which these unabsorbed tax losses and unabsorbed capital allowances arose, for which no deferred tax asset is recognised due to uncertainty of its recoverability.

Except for certain unutilised tax losses of the Group amounting to RM11 million (2022: RM23 million) which are expected to expire between 2024 to 2031 (2022: 2024 to 2031), other tax losses have no expiry date.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

35. Trade and other payables

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Current:				
Trade payables				
Third parties (Note (a))	462	202	-	-
Other payables				
Due to directors	15	22	15	22
Due to subsidiaries (Note (f))	-	-	203	196
Sundry payables (Note (c))	46	24	4	1
Accruals (Note (c))	691	523	33	14
Contract liabilities (Note (b))	928	37	-	-
Deposits (Note (d))	76	-	-	-
	1,756	606	255	233
	2,218	808	255	233
Non-current:				
Other payables				
Sundry payables (Note (c))	3	19	-	-
Due to subsidiaries (Note (c)(iii))	-	-	880	816
Due to non-controlling interests (Note (e))	203	192	-	-
Contract liabilities (Note (b))	257	277	-	-
Provisions for decommissioning	2	2	-	-
Deposits	-	21	-	-
	465	511	880	816
Total trade and other payables	2,683	1,319	1,135	1,049

(a) Trade payables are non-interest bearing.

(b) Contract liabilities

(i) Charter income received in advance of RM281 million (2022: RM314 million) in relation to FPSO JAK, which is deferred and amortised on a straight-line basis over the contract period. As at 31 January 2023, the amounts classified as current and non-current were RM30 million and RM251 million (2022: RM30 million and RM277 million) respectively. The Group recognised revenue of RM31 million (2022: RM29 million) during the year, which was included in the contract liabilities as at 31 January 2022.

(ii) Included in current contract liabilities is an amount of RM897 million (2022: NIL) relating to consideration received from customers for EPCIC contracts where progress billings were issued ahead of the provision of services.

(c) Included in the Group's sundry payables and accruals are amounts relating to expenditures incurred for the construction of FPSOs of RM536 million (2022: RM380 million).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

35. Trade and other payables (continued)

(d) Deposits

(i) Included in the Group's deposits is an amount of RM21 million (USD5 million) (2022: RM21 million (USD5 million)) relating to a deposit payment received by Yinson Acacia Ltd ("YAL"), an indirect wholly owned subsidiary of the Group, for the proposed disposal of a minority equity interest in Yinson Boronia Consortium Pte. Ltd. ("YBC"), another indirect subsidiary of the Group, to Kawasaki Kisen Kaisha, Ltd. (""K" Line") for a total cash consideration of USD49 million pursuant to a Share Sale and Purchase Agreement executed between YAL and "K" Line on 9 July 2020. The payment of the remaining balance of the consideration, being USD44 million by "K" Line, and transfer of the minority equity interest to "K" Line (or Japan Offshore Facility Investment 1 Pte. Ltd. ("JOFI") (a direct wholly owned subsidiary of Sumitomo Corporation), at "K" Line's option), will be executed upon final acceptance of the Marlim 2 FPSO by Petrobras and release of the financial guarantees under the associated project finance agreements expected to be in financial year ending 31 January 2024.

(ii) Also included in the Group's deposits is an amount of RM55 million (2022: NIL) relating to a vessel exclusivity agreement with a vendor to secure a vessel for an anticipated project until 30 June 2023.

(e) Due to non-controlling interests

On 11 May 2020, an indirect subsidiary of the Group issued a convertible loan of RM211 million (USD52 million) to its shareholders. RM53 million (USD13 million) of the issuance was to a minority shareholder (i.e. Japan Offshore Facility Investment 1 Pte. Ltd., a wholly owned subsidiary of Sumitomo Corporation), which is proportionate to its shareholdings in the subsidiary. In accordance with the terms and conditions (depending on the prevailing gearing once the finance agreements are executed) set out in the Convertible Loan Agreement, the loan may be jointly converted into ordinary shares of the subsidiary by the shareholders on a proportionate basis. Otherwise, the loan from the minority shareholder is due for repayment in equal quarterly repayments within 2 years from the date on which the conditions as set out in the Convertible Loan Agreement are met. The loan was adjusted to its fair value upon initial recognition with the discounting effect being recognised as a capital contribution from non-controlling interests of RM8 million in the financial year ended 31 January 2021, and the loan was subsequently carried at amortised cost. As at 31 January 2023, the Group's carrying amount of this loan, which is unsecured and interest free, was RM52 million (USD12 million) (2022: RM49 million (USD12 million)). The deemed interest expense arising from the discounting effect on the fair value of the loan recognised during the current financial year was RM2 million (2022: RM2 million).

On 24 August 2021, an indirect subsidiary of the Group received interest-free loan from JOFI amounting to RM171 million (USD41 million). The loan is unsecured, repayable at the borrower's discretion and has no fixed term of repayment. The Group expects the loan to be repaid 5 years from the date of drawdown. The loan was adjusted to its fair value upon initial recognition with the discounting effect being recognised as a capital contribution from non-controlling interests of RM30 million in the previous financial year, and the loan was subsequently carried at amortised cost. As at 31 January 2023, the Group's carrying amount of this loan was RM151 million (USD 36 million) (2022: RM143 million (USD 34 million)). The deemed interest expense arising from the discounting effect on the fair value of the loan recognised during the current financial year was RM6 million (2022: 3 million).

(f) Due to subsidiaries

Amounts due to subsidiaries are unsecured and the Company has discretion to defer the settlement for at least 12 months from the balance sheet date. Included in the amounts due to subsidiaries is an interest-bearing loan of RM880 million (2022: RM816 million), which bears interest of 6.36% to 6.60% (2022: 6.23% to 6.36%) per annum.

All other payables are unsecured, non-interest bearing and are repayable on demand, except for amounts due to subsidiaries which are revolving on daily basis.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

36. Derivatives

	Group			
	2023		2022	
	Assets RM million	(Liabilities) RM million	Assets RM million	(Liabilities) RM million
Hedging derivatives				
Non-current				
- Interest rate swaps (Note (a))	340	-	-	(20)
Current				
- Foreign exchange forward contracts (Note (b))	40	(2)	-	-
- Interest rate swaps (Note (a))	29	-	-	(3)
	69	(2)	-	(3)

(a) Subsidiaries of the Group had entered into a series of USD interest swap contracts with banks. The interest rate swaps reflect the changes in fair value of those interest rate swaps which have been designated as cash flows hedge and are used to manage the exposure to the risk of changes in market interest rates arising from floating rate bank loans of the subsidiaries.

(b) Subsidiaries of the Group had entered into the forward contracts to mitigate the Group's exposure from exchange rate movements on foreign currency positions originating primarily from firm commitments denominated in currencies which are not in the functional currency of the respective subsidiaries and from net assets in foreign operations where the functional currencies are not in Ringgit Malaysia.

The fair values of the interest rate swaps and foreign exchange forward contracts are determined by using the prices quoted by the counterparty banks which are categorised as Level 2 of the fair value hierarchy. There is no transfer from Level 1 and Level 2 or out of Level 3 during the financial year.

The effects of the interest rate swaps and foreign exchange forward contracts on the Group's financial position and performance are disclosed in Note 41(a).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

37. Significant related party disclosures

For the purposes of these financial statements, parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

(a) Significant related party transactions

In addition to the related party information disclosed elsewhere in the financial statements, the following significant transactions between the Group and related parties took place at terms agreed between the parties during the financial year:

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Related companies controlled by certain directors:				
- purchase of vehicles	(1)	-	-	-
- service fee charges	(1)	-	-	-
Associates:				
- loan (Note 24)	(9)	-	-	-
Joint ventures:				
- dividend income	49	47	49	47
- management fee income	-	13	-	-
- finance lease income	-	2	-	-
- repayment of advances	-	27	-	-
Subsidiaries:				
- advances received	-	-	46	20
- repayment of advances paid	-	-	10	-
- management fee income	-	-	24	13
- interest income	-	-	2	3
- dividend income	-	-	-	125

(b) Related party balances

Related party balances have been disclosed in Notes 24 and 35 to the financial statements.

(c) Compensation to key management personnel

Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. Key management personnel of the Group and of the Company are made up of Directors and senior management of the Group and the Company (2022: Directors).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

37. Significant related party disclosures (continued)

(c) Compensation to key management personnel (continued)

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
- Salaries and bonuses	26	10	7	10
- Contributions to defined contribution plan	2	2	1	2
- Share-based payments	(20)	18	(20)	18
- Other emoluments	3	-	-	-
	11	30	(12)	30

Included in salaries and bonuses is the reversal of performance bonus of RM10 million (2022: charge of RM17 million) accrued for an executive director in respect of the Performance Bonus Scheme under the LTIP (Note 29(b)). The amount of the performance bonus to be awarded and paid in cash is dependent upon whether the target points for daily share price and Award Conditions as set out in Note 29(b) are expected to be achieved at each annual assessment date within the performance period.

38. Commitments

(a) Capital commitments

	Group	
	2023 RM million	2022 RM million
Approved and contracted for:		
Property, plant and equipment	160	147

(b) Operating lease commitments - Group as lessor

The Group entered into leases for its FPSOs. These non-cancellable leases have remaining lease terms of 10 years (2022: between 0.5 to 11 years) and are subject to revision on the rental charge where contractually applicable.

Future minimum rentals receivable under non-cancellable operating leases at the reporting date were as follows:

	Group	
	2023 RM million	2022 RM million
Within 1 year	548	658
More than 1 year and less than 5 years	2,194	2,165
More than 5 years	2,375	2,884
	5,117	5,707

Chartering fees from leasing of FPSOs recognised in profit or loss during the financial year are disclosed in Note 6.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

39. Fair value measurement

(a) Fair value hierarchy

The following table provides the fair value measurement hierarchy of the Group's assets and liabilities.

	Fair value measurement using			
	Quoted prices in active market Level 1 RM million	Significant observable inputs Level 2 RM million	Significant unobservable inputs Level 3 RM million	Total RM million
Group				
At 31 January 2023				
Non-financial asset:				
Investment properties	-	-	15	15
Financial assets:				
Foreign exchange forwards	-	40	-	40
Interest rate swaps	-	369	-	369
Other investments	-	153	-	153
Financial liability:				
Foreign exchange forwards	-	2	-	2
At 31 January 2022				
Non-financial asset:				
Investment properties	-	-	15	15
Financial asset:				
Other investments	-	14	-	14
Financial liability:				
Interest rate swaps	-	23	-	23
Company				
At 31 January 2023				
Financial asset:				
Other investments	-	51	-	51

39. Fair value measurement (continued)

(a) Fair value hierarchy (continued)

The Group and the Company classify fair value measurement using the fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

There were no transfers between Levels 1 and 2 and between Levels 2 and 3 during the current financial year.

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. The Group and the Company use a variety of methods and makes assumptions that are based on market conditions existing at each balance sheet date. Quoted market prices or dealer quotes for similar instruments are used to estimate fair value for long-term debt for disclosure purposes. Other techniques, such as estimated discounted cash flows, are used to determine the fair value for the remaining financial instruments.

The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves. The fair value of foreign exchange forward contracts is calculated using observable forward exchange rates at the end of the reporting period, with the resulting value discounted to present value. The fair value of investment funds is determined based on independent fund valuations. These investments are classified as Level 2 and comprise other investments and derivative financial instruments. In infrequent circumstances, where a valuation technique for these instruments is based on significant unobservable inputs, such instruments are classified as Level 3.

(b) Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The following are classes of the Group's and the Company's financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Note
Trade and other receivables	24
Loans and borrowings	32
Trade and other payables	35

The carrying amounts of financial assets and financial liabilities are reasonable approximation of fair values, either due to short-term nature or those floating rate instruments that are re-priced to market interest rates on or near the reporting date.

The carrying amounts of non-current receivables are reasonable approximations of fair values. They are classified as Level 3 fair values in the fair value hierarchy due to the inclusion of unobservable inputs.

The carrying amounts of the current portion of loans and borrowings are reasonable approximation of fair values due to the insignificant impact of discounting.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

39. Fair value measurement (continued)

(b) Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value (continued)

The carrying amounts of non-current loans and borrowings are reasonable approximation of fair values due to those floating rate instruments that are re-priced to market interest rates on or near the reporting date. The fair values of non-current loans and borrowings are estimated by discounting expected future cash flows at market incremental lending rate for similar types of lending, borrowing or leasing arrangements at the reporting date.

Financial guarantees

Fair value is determined based on the probability weighted discounted cash flow method. The probability has been estimated and assigned for the following key assumptions:

- The likelihood of the guaranteed party defaulting within the guarantee period;
- The exposure on the portion that is not expected to be recovered due to the guaranteed party's default; and
- The estimated loss exposure if the party guaranteed were to default.

The Company has assessed the financial guarantee contracts and concluded that the financial impact of the guarantees is not material as the probability of crystallisation is remote.

40. Financial instruments by category

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Financial assets				
Financial assets measured at fair value through profit or loss				
- Other investments (Note 22)	153	14	51	-
Financial assets designated as cash flow hedge				
- Interest rate swaps (Note 36)	369	-	-	-
Financial assets designated as fair value hedge				
- Foreign exchange forward contracts (Note 36)	6	-	-	-
Financial assets designated as net investment hedge				
- Foreign exchange forward contracts (Note 36)	34	-	-	-
Financial assets at amortised costs				
- Finance lease receivables (Note 33(a))	2,095	2,171	-	-
- Trade and other receivables (Note 24)	919	644	456	481
- Cash and bank balances (Note 26)	1,507	2,859	121	335
	4,521	5,674	577	816
Total	5,083	5,688	628	816

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

40. Financial instruments by category (continued)

	Group		Company	
	2023 RM million	2022 RM million	2023 RM million	2022 RM million
Financial liabilities				
Financial liabilities designated as cash flow hedge				
- Interest rate swaps (Note 36)	-	23	-	-
Financial liabilities designated as net investment hedge				
- Foreign exchange forward contracts (Note 36)	2	-	-	-
Other financial liabilities at amortised cost:				
- Trade and other payables	1,498	1,005	1,135	1,049
- Loans and borrowings (Note 32)	9,584	8,758	1,021	1,003
- Put option liability	62	126	-	-
- Lease liabilities (Note 33(b))	89	23	2	5
	11,233	9,912	2,158	2,057
Total	11,235	9,935	2,158	2,057

The Group's and the Company's exposure to various risks associated with the financial instruments are discussed in Note 41.

41. Financial risk management objectives and policies

The Group's principal financial liabilities, other than derivatives, contract liabilities and put option liability, comprise loans and borrowings, lease liabilities, trade and other payables, and financial guarantee contracts. The main purpose of these financial liabilities is to finance the Group's operations and to provide guarantees to support its operations. The Group's principal financial assets include finance lease receivables, trade and other receivables, cash and short-term deposits and contract assets that are derived directly from its operations.

The Group is exposed to market risk, credit risk and liquidity risk. The Group's senior management oversees the management of these risks. The Group's senior management is supported by the corporate finance team that advises on financial risks and the appropriate financial risk governance framework for the Group. The corporate finance team assists the Group's senior management to ensure that the Group's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Group's policies and risk objectives. It is the Group's policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below.

(a) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises two types of risk: interest rate risk and foreign currency risk. Financial instruments affected by market risk include loans and borrowings, short-term deposits and derivatives.

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's loans and borrowings with floating interest rates.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

41. Financial risk management objectives and policies (continued)

(a) Market risk (continued)

(i) Interest rate risk (continued)

The Group manages its interest rate risk by having a balanced portfolio of fixed and floating rate loans and borrowings. The Group enters into interest rate swaps, in which it agrees to exchange, at specified intervals, the difference between fixed and floating interest rate amounts calculated by reference to an agreed-upon notional amount. For the financial years ended 31 January 2023 and 2022, the Group's borrowings at floating rates were primarily denominated in USD. Except for the USD LIBOR floating rate debt as set out in Note 32, the Group is not exposed to interbank offered rates (IBORs) that will be affected by the IBOR reforms.

Included in the Group's variable rate borrowings of RM8,580 million (2022: RM7,756 million) are 5 to 12 years (2022: 8 to 12 years) project financing term loans of RM6,209 million (2022: RM3,705 million) whose interest rates are based on 3-month USD LIBOR. To hedge the variability in cash flows of these term loans, the Group has entered into 4 to 12 years (2022: 7 to 12 years) interest rate swaps with key terms (principal amount, payment dates, repricing dates, currency) that match those of the debt on which it pays a fixed rate and receives a variable rate.

Instruments used by the Group

The above-mentioned interest rate swaps currently in place cover approximately 88% (2022: 100%) of the Group's outstanding 3-month USD LIBOR variable rate project financing loans. These loans bear variable rates based on USD LIBOR plus a certain margin, however the interest rates are fixed based on the fixed interest rates of the swaps which range between 3.89% to 6.39% (2022: 3.89% to 5.55%).

The swap contracts require settlement of net interest receivable or payable every quarter. The settlement dates coincide with the dates on which interest is payable on the underlying debt.

Effects of hedge accounting on the financial position and performance

The effects of the above-mentioned interest rate swaps on the Group's financial position and performance are as follows:

2023	SOFR RM million	LIBOR RM million	Total RM million
Interest rate swaps			
Carrying amount (current and non-current asset)	91	278	369
Notional amount	1,991	3,462	5,453
Hedge ratio of project financing loans	72%	100%	88%
Change in fair value of outstanding hedging instruments since 1 February	91	304	395
Change in value of hedged item used to determine hedge effectiveness	91	304	395
Weighted average hedged rate for the year	6.39%	3.89% to 5.55%	3.89% to 6.39%

41. Financial risk management objectives and policies (continued)

(a) Market risk (continued)

(i) Interest rate risk (continued)

Effects of hedge accounting on the financial position and performance (continued)

The effects of the above-mentioned interest rate swaps on the Group's financial position and performance are as follows: (continued)

2022	LIBOR RM million	Total RM million
Interest rate swaps		
Carrying amount (current and non-current liability)	(23)	(23)
Notional amount	3,759	3,759
Hedge ratio of project financing loans	100%	100%
Change in fair value of outstanding hedging instruments since 1 February	(72)	(72)
Change in value of hedged item used to determine hedge effectiveness	(72)	(72)
Weighted average hedged rate for the year	3.89% to 5.55%	3.89% to 5.55%

The maturity period of interest rate swaps ranges from August 2026 to December 2031 (2022: November 2027 to December 2031).

Sensitivity

Profit or loss is sensitive to higher/lower interest expenses from unhedged floating term loans as a result of changes in interest rates.

An increase/decrease in interest rates by 10 (2022: 10) basis points would result in RM3 million (2022: RM4 million) decrease/increase in post-tax profit.

(ii) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities and the Group's net investments in foreign subsidiaries.

The Group has transactional currency exposures arising from sales or purchases that are denominated in a currency other than the respective functional currencies of Group entities, primarily RM, USD, INR, Brazilian Reias ("BRL") and Norwegian Krone ("NOK").

The Group holds cash and cash equivalents denominated in foreign currencies for working capital purposes. The other financial instruments denominated in foreign currencies include finance lease receivables, trade and other receivables, trade and other payables, loans and borrowings and lease liabilities.

The Group is also exposed to currency translation risk arising from its net investment in foreign operations primarily in Labuan, Singapore, Norway, Republic of the Marshall Islands, British Virgin Islands, Brazil, India and Netherlands. Except as disclosed in Note 42(a)(ii), the Group's investments in its foreign subsidiaries, joint ventures and associates are not hedged as the currency position in these investments is considered to be long term in nature.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

41. Financial risk management objectives and policies (continued)

(a) Market risk (continued)

(ii) Foreign currency risk

The currency profile of monetary financial assets and financial liabilities are as follows:

	Denominated in currencies other than the entities' functional currencies				
Group	**Malaysian Ringgit RM million**	**United States Dollar RM million**	**Others RM million**	**Denominated in functional currencies RM million**	**Total RM million**
2023					
Other investments	-	-	-	153	153
Receivables	17	3	52	847	919
Intercompany receivables	427	865	305	15,504	17,101
Cash and bank balances	18	102	33	1,354	1,507
Borrowings	-	(73)	-	(9,511)	(9,584)
Lease liabilities	-	-	(75)	(14)	(89)
Payables	(7)	(1)	(134)	(1,356)	(1,498)
Intercompany payables	(88)	(580)	(23)	(16,637)	(17,328)
Derivatives:					
- Interest rate swaps	-	-	-	369	369
- Foreign exchange forward contracts	-	38	-	-	38
Put option liability	-	-	-	(62)	(62)
	367	354	158	(9,353)	(8,474)

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

41. Financial risk management objectives and policies (continued)

(a) Market risk (continued)

(ii) Foreign currency risk (continued)

The currency profile of monetary financial assets and financial liabilities are as follows: (continued)

	Denominated in currencies other than the entities' functional currencies				
Group	Malaysian Ringgit RM million	United States Dollar RM million	Others RM million	Denominated in functional currencies RM million	Total RM million
2022					
Other investments	-	-	-	14	14
Receivables	13	11	48	572	644
Intercompany receivables	195	853	49	10,793	11,890
Cash and bank balances	12	95	57	2,695	2,859
Borrowings	-	(1)	-	(8,757)	(8,758)
Lease liabilities	-	-	(16)	(7)	(23)
Payables	(7)	(2)	(53)	(943)	(1,005)
Intercompany payables	(116)	(505)	(31)	(11,542)	(12,194)
Derivatives:					
- Interest rate swaps	-	-	-	(23)	(23)
Put option liability	-	-	-	(126)	(126)
	97	451	54	(7,324)	(6,722)

Instruments used by the Group

The Group uses foreign exchange forwards to hedge its exposure to foreign currency risk. Under the Group's policy, the critical terms of the forwards must align with the hedged terms.

The Group only designates the spot component of foreign exchange forward contracts in hedge relationships. The spot component is determined with reference to relevant spot market exchange rates. The differential between the contracted forward rate and the spot market exchange rate is defined as the forward points. It is discounted, where material. The changes in the forward element of the foreign exchange forward contracts that relate to the hedged items are deferred in the foreign currency translation reserve.

During the financial year, the Group entered into foreign exchange forward contracts to hedge the foreign exchange risk in relation to firm commitments to purchase property, plant and equipment denominated in a foreign currency.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

41. Financial risk management objectives and policies (continued)

(a) Market risk (continued)

(ii) Foreign currency risk (continued)

Effects of hedge accounting on the financial position and performance

The effects of the foreign currency-related hedging instruments on the Group's financial position and performance are as follows:

	2023 RM million
Foreign exchange forward contracts	
Carrying amount (current asset)	6
Notional amount	254
Hedge ratio	100%
Change in discounted spot value of outstanding hedging instruments since 1 February	(5)
Change in value of hedged item used to determine hedge effectiveness	5
Weighted average hedged rate for outstanding hedging instruments (including forward points)	INR 82.4419 : USD 1

The maturity period of foreign exchange forward contracts ranges from April 2023 to June 2023.

Instruments used by the Group

Hedge of net investment in a foreign subsidiary

During the financial year, the Group raised, through the Rights Issue, proceeds denominated in RM to fund additional equity investments into a foreign subsidiary which are denominated in USD. The Group has been granted approval to convert the RM-denominated proceeds into USD by Bank Negara Malaysia with a requirement that any RM sold is fully repurchased in the future.

In compliance with the above-mentioned requirement, the Group entered into foreign exchange forward contracts which were designated as a hedge of the net investment in the foreign subsidiaries.

The changes in the spot component of the forward contracts, which are determined with reference to the relevant spot market exchange rates, are deferred in the foreign currency translation reserve. Cost of hedging is recognised in profit or loss.

Effects of hedge accounting on the financial position and performance

	2023 RM million
Net investment in a foreign subsidiary	
Carrying amount (current asset)	32
USD carrying amount	USD 200,000,000
Hedge ratio	100%
Change in carrying amount of forward contracts as a result of foreign currency movements since 1 February, recognised in Other Comprehensive Income	(65)
Change in value of hedged item used to determine hedge effectiveness	65
Weighted average hedged rate for the year (including forward points)	RM 4.2426 : USD 1

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

41. Financial risk management objectives and policies (continued)

(a) Market risk (continued)

(ii) Foreign currency risk (continued)

Sensitivity

The sensitivity of profit or loss to changes in exchange rates arises mainly from USD-denominated financial instruments and the impact on other components of equity arises from foreign exchange forward contracts designated as hedges. An increase/decrease in the USD/RM exchange rate by 4% would not result in a significant impact on the profit or loss or other components of equity of the Group.

(b) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group and the Company. At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amounts of each class of financial assets recognised in the statement of financial position.

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on the individual credit standings and financial strengths. Outstanding receivables are regularly monitored.

Credit risk from balances with banks and financial institutions is managed by the Group's Treasury department in accordance with the Group's policy. Counterparty credit standings are reviewed by the Company's Senior Management on an annual basis, and may be updated throughout the financial year. Limits are set to minimise the concentration of risks and therefore mitigate financial loss through potential counterparty's failure to make payments.

The Group has also considered the implications of Russia-Ukraine (refer to Note 47) conflict whilst assessing its credit risk for its counterparties. Accordingly, the Russia-Ukraine conflict have not materially affected the credit risk of the Group's counterparties in the current financial year.

(i) Trade receivables and contract assets

ECL for trade receivables and contract assets are measured using the simplified approach. The expected loss rates are based on the payment profiles of sales over a period of 36 months before reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group and the Company have identified the gross domestic product ("GDP"), GDP growth, oil price and country rating in which it sells its goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors. No significant changes to estimation techniques or assumptions were made during the reporting period.

The reconciliation of allowance for impairment and maximum exposure to credit risk are disclosed in Note 24(a) and Note 6(b).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

41. Financial risk management objectives and policies (continued)

(b) Credit risk (continued)

(ii) Other financial assets at amortised cost

Other financial assets at amortised cost comprise other receivables, finance lease receivables and cash and bank balances. ECL for other financial assets at amortised cost are measured using the general 3-stage approach. The Group and the Company use three categories which reflect their credit risk and how the loss allowance is determined for each of those categories. A summary of the assumptions underpinning the Group's and the Company's ECL model is as follows:

Category	Group's and Company's definition of category	Basis for recognising ECL
Performing	Debtors have a low risk of default and a strong capacity to meet contractual cash flows.	12 month ECL
Underperforming	Debtors for which there is a significant increase in credit risk or significant increase in credit risk if presumed the forward looking information and indicators available signify impairment to debtor's ability to repay.	Lifetime ECL
Non-performing	Debtor's ability to repay or likelihood of repayment is determined as fully impaired according to the available indicators.	Lifetime ECL (credit impaired)

Based on the above, loss allowance is measured on either 12-month ECL or lifetime ECL using a PD x LGD x EAD methodology as follows:

- PD ('probability of default') – the likelihood that the debtor would not be able to repay during the contractual period;
- LGD ('loss given default') – the percentage of contractual cash flows that will not be collected if default happens; and
- EAD ('exposure at default') – the outstanding amount that is exposed to default risk.

In deriving the PD and LGD, the Group and the Company consider historical data by each debtor by category and adjust for forward-looking macroeconomic data. The Group and the Company have identified the industry and geographical area which the debtor operates in, to be the most relevant factors, and accordingly adjusted the historical loss rates based on expected changes in these factors. Loss allowance is measured at a probability-weighted amount that reflects the possibility that a credit loss occurs and the possibility that no credit loss occurs. No significant changes to estimation techniques or assumptions were made during the reporting period.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

41. Financial risk management objectives and policies (continued)

(b) Credit risk (continued)

(ii) Other financial assets at amortised cost (continued)

The following table contains an analysis of the credit risk exposure for which an ECL allowance is recognised. The gross carrying amount disclosed below also represents the Group's and the Company's maximum exposure to credit risk on these assets:

Group 2023	Performing RM million	Under-performing RM million	Not performing RM million	Total RM million
Other receivables				
Gross carrying amount	351	-	9	360
Accumulated impairment loss	(3)	-	(9)	(12)
Net carrying amount	348	-	-	348
Cash and bank balances				
Gross/net carrying amount	1,507	-	-	1,507
Finance lease receivables				
Gross/net carrying amount	2,095	-	-	2,095
2022				
Other receivables				
Gross carrying amount	395	-	9	404
Accumulated impairment loss	(3)	-	(9)	(12)
Net carrying amount	392	-	-	392
Cash and bank balances				
Gross/net carrying amount	2,859	-	-	2,859
Finance lease receivables				
Gross/net carrying amount	2,171	-	-	2,171

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

41. Financial risk management objectives and policies (continued)

(b) Credit risk (continued)

(ii) Other financial assets at amortised cost (continued)

The following table contains an analysis of the credit risk exposure for which an ECL allowance is recognised. The gross carrying amount disclosed below also represents the Group's and the Company's maximum exposure to credit risk on these assets: (continued)

Company 2023	Performing RM million	Under-performing RM million	Not performing RM million	Total RM million
Other receivables (excluding amounts due from subsidiaries)				
Gross/net carrying amount	3	-	-	3
Amounts due from subsidiaries				
Gross carrying amount	434	14	79	527
Accumulated impairment loss	-	(14)	(76)	(90)
Net carrying amount	434	-	3	437
Cash and bank balances				
Gross/net carrying amount	121	-	-	121
2022				
Other receivables (excluding amounts due from subsidiaries)				
Gross/net carrying amount	2	-	-	2
Amounts due from subsidiaries				
Gross carrying amount	472	14	79	565
Accumulated impairment loss	-	(14)	(79)	(93)
Net carrying amount	472	-	-	472
Cash and bank balances				
Gross/net carrying amount	335	-	-	335

The reconciliation of allowance for impairment of other receivables is disclosed in Note 24(b)(vii).

As at 31 January 2023, the credit risk of the Group primarily relates to the Group's 4 (2022: 4) largest customers which accounted for 94% (2022: 87%) of the outstanding trade receivables at the end of the reporting period. The Group believes the counterparties' credit risk is low taking into consideration of their financial position, past collection experiences and other factors. Except for the impairment loss provided as disclosed in Note 24(a) to the financial statements, management does not expect any counterparty to fail to meet their obligations.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

41. Financial risk management objectives and policies (continued)

(b) Credit risk (continued)

(iii) Financial guarantee contracts

The Company has issued financial guarantees to banks for borrowings of its subsidiaries. These guarantees are subject to the impairment requirements of MFRS 9. The amounts disclosed below represent the Company's maximum exposure to credit risk on financial guarantee contracts.

	Company	
	2023 RM million	2022 RM million
Financial guarantee contracts	5,375	3,734

The Company has assessed that its subsidiaries have strong financial capacity to meet the contractual cash flow obligations and hence, does not expect significant credit losses arising from these guarantees.

(c) Liquidity risk

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objectives are to maintain a balance between continuity of funding and flexibility through the use of bank loans and perpetual securities.

The table below summarises the maturity profile of the Group's and the Company's financial liabilities based on contractual undiscounted repayment obligations:

Group	On demand or within one year RM million	Two to five years RM million	Over five years RM million	Total RM million
31 January 2023				
Trade and other payables	1,290	232	2	1,524
Loans and borrowings	1,925	8,440	2,340	12,705
Lease liabilities	24	95	-	119
Gross settled interest rate swaps				
- Receipts	(216)	(439)	(102)	(757)
- Payments	91	258	55	404
Net settled foreign exchange forward contracts	(38)	-	-	(38)
Put option liability	62	-	-	62
Total undiscounted financial liabilities	3,138	8,586	2,295	14,019

As at 31 January 2023, the Group's total undrawn borrowing facilities and perpetual securities amounted to RM5,329 million which comprises a project financing term loan facility of RM3,210 million, Perpetual Sukuk of RM1,829 million and revolving credit facilities of RM290 million. These facilities are secured primarily to finance the Group's ongoing and new FPSO projects, and expansion in the Renewables and Green Technologies businesses. With the continued availability of these borrowing facilities and perpetual securities required for the Group to support their current level of operations, the Group expects that it has sufficient liquidity to meet its liabilities in the foreseeable future.

Subsequent to the reporting date, the Group has drawn down RM611 million of the above-mentioned project financing term loan facility, which was partially utilised for working capital purposes to settle its project-related trade payables which were outstanding as at 31 January 2023.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

41. Financial risk management objectives and policies (continued)

(c) Liquidity risk (continued)

The table below summarises the maturity profile of the Group's and the Company's financial liabilities based on contractual undiscounted repayment obligations: (continued)

Group (continued)	On demand or within one year RM million	Two to five years RM million	Over five years RM million	Total RM million
31 January 2022				
Trade and other payables	771	245	22	1,038
Loans and borrowings	1,037	7,811	2,392	11,240
Lease liabilities	15	9	-	24
Gross settled interest rate swaps				
- Receipts	(24)	(200)	(96)	(320)
- Payments	67	198	83	348
Put option liability	126	-	-	126
Total undiscounted financial liabilities	1,992	8,063	2,401	12,456
Company				
31 January 2023				
Trade and other payables	255	880	-	1,135
Loans and borrowings	78	1,148	-	1,226
Lease liabilities	2	-	-	2
Financial guarantee ^	5,375	-	-	5,375
Total undiscounted financial liabilities	5,710	2,028	-	7,738
31 January 2022				
Trade and other payables	233	816	-	1,049
Loans and borrowings	60	1,200	-	1,260
Lease liabilities	3	2	-	5
Financial guarantee ^	3,734	-	-	3,734
Total undiscounted financial liabilities	4,030	2,018	-	6,048

^ *The maximum amount of the financial guarantees issued to the banks for subsidiaries' borrowings is limited to the amount utilised by the subsidiaries. The earliest period any of the financial guarantees can be called upon by banks is within the next 12 months. The Company believes that the liquidity risk in respect of the financial guarantees is minimal as it is unlikely that the subsidiaries will not make payment to the banks when due.*

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

42. Segment information

For management purposes, the Group is organised into business units based on their services, and has the following reportable operating segments as follows:

(i) Offshore Production & Offshore Marine - This segment consists of Engineering, Procurement, Construction, Installation and Commissioning ("EPCIC") business activities and FPSO operations covering leasing of vessels and marine related services.

(ii) Other operations - This segment comprises investment holding, management services and treasury services.

(iii) Renewables - This segment consists of owning and operation renewable energy generation assets.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements. Group financing (including finance costs) and income taxes are managed on a group basis and are not allocated to operating segments.

	Offshore Production & Offshore Marine RM million	Other operations RM million	Renewables RM million	Consolidated RM million
31 January 2023				
Revenue:				
Gross revenue	6,609	632	92	7,333
Inter-segment	(364)	(628)	(17)	(1,009)
	6,245	4	75	6,324
Results:				
Segment results	1,675	(98)	(129)	1,448
Finance costs				(577)
Share of loss of joint ventures				(3)
Share of loss of associates				(13)
Income tax expense				(267)
Profit for the financial year				588
Amortisation and depreciation	(303)	(10)	(20)	(333)
Fair value loss on other investments	-	(5)	-	(5)
Impairment loss on property, plant and equipment	-	-	(117)	(117)
Impairment loss on investment in an associate	-	(8)	-	(8)
Bad debts written off	-	(1)	-	(1)
Property, plant and equipment written off	(1)	-	-	(1)
Gain on disposal of vessel	22	-	-	22
Gain on disposal/liquidation of subsidiaries	-	13	-	13
Assets and liabilities				
Segment assets	17,399	677	1,183	19,259
Segment liabilities	9,717	2,331	753	12,801
Additions to property, plant and equipment and intangible assets	111	17	774	902
Additions to contract assets	3,913	-	-	3,913
Investment in associates and joint ventures accounted for by the equity method	349	112	9	470

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

42. Segment information (continued)

	Offshore Production & Offshore Marine RM million	Other operations RM million	Renewables RM million	Consolidated RM million
31 January 2022				
Revenue:				
Gross revenue	4,041	421	85	4,547
Inter-segment	(508)	(419)	(13)	(940)
	3,533	2	72	3,607
Results:				
Segment results	1,186	(123)	34	1,097
Finance costs				(388)
Share of profit of joint ventures				10
Share of loss of associates				(3)
Income tax expense				(192)
Profit for the financial year				524
Amortisation and depreciation	(275)	(10)	(20)	(305)
Fair value loss on other investments	-	(29)	-	(29)
Impairment loss on property, plant and equipment	(3)	-	-	(3)
Impairment loss on trade receivables	(3)	-	-	(3)
Bad debts written off	(7)	-	-	(7)
Loss on disposal of other investments	-	(1)	-	(1)
Assets and liabilities				
Segment assets	13,762	870	573	15,205
Segment liabilities	7,829	2,280	356	10,465
Additions to property, plant and equipment and intangible assets	20	9	17	46
Additions to contract assets	2,206	-	-	2,206
Investment in associates and joint ventures accounted for by the equity method	409	132	3	544

Notes

Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements:

- *Inter-segment revenues are eliminated on consolidation.*

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

42. Segment information (continued)

Geographical information

The Group operates in the following main geographical areas:

(i) Malaysia - mainly involved in leasing and sub-leasing of FPSOs and OSVs on bareboat or time charter basis

(ii) Ghana, Nigeria, Norway and other countries - mainly involved in the charter of FPSOs and ship management services

(iii) Brazil - involved in design, supply, installation, operation, life extension and demobilisation of FPSOs

(iv) India - involved in owning and operating renewable energy generation assets

Revenue by location of the Group's operations are analysed as follows:

	Group	
	2023 RM million	2022 RM million
Malaysia	334	302
Ghana	857	566
Nigeria	499	438
Norway	-	13
Brazil	4,558	2,206
India	75	72
Other countries	1	10
	6,324	3,607

The Group's largest customers (by revenue contribution) are from the Offshore Production & Offshore Marine segment. In the financial year ended 31 January 2023, 2 customers contributed revenue individually exceeding 10% of the Group's total revenue, amounting to RM3,913 million and RM644 million respectively. In the financial year ended 31 January 2022, 2 customers contributed revenue individually exceeding 10% of the Group's total revenue, amounting to RM2,206 million and RM566 million respectively.

Non-current assets other than financial instruments and deferred tax assets by location of the Group's operations are analysed as follows:

	Group	
	2023 RM million	2022 RM million
Malaysia	374	425
Ghana	3,040	3,176
Brazil	8,259	4,739
India	967	458
Vietnam	348	383
Singapore	97	67
Canada	62	79
Nigeria	13	79
Italy	33	16
Norway	47	9
Other countries	14	4
	13,254	9,435

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

43. Capital management

For the purpose of the Group's and the Company's capital management, capital includes share capital and all other equity reserves attributable to owners of the Company. The objectives of the Group's and the Company's capital management are to maximise shareholders' value, to maintain optimal capital structure to reduce cost of capital and to sustain future developments of the Group.

In order to maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders, shares buy-back or issue new shares. The Group and the Company monitor capital using gross and net debt to equity ratio. Net debt includes interest bearing loans and borrowings, less cash and short-term deposits and current other investments.

	Group	
	2023 RM million	2022 RM million
Loans and borrowings (Note 32)	9,584	8,758
Gross debt	9,584	8,758
Less: Cash and bank balances (Note 26)	(1,507)	(2,859)
Other investments, current (Note 22)	(153)	(14)
Net debt	7,924	5,885
Total equity	6,458	4,740
Gross debt to equity ratio	1.48	1.85
Net debt to equity ratio	1.23	1.24

The Group and the Company are required to comply with financial covenants such as Debt Service Coverage Ratio and Gearing Ratio, as defined in the respective facility agreements. For the financial years ended 31 January 2023 and 2022, the Group and the Company have complied with these requirements.

44. Perpetual securities

(i) By Yinson TMC Sdn. Bhd. ("YTMC")

(a) RM950 million Sukuk Mudharabah

On 8 May 2018, YTMC issued RM950 million Sukuk Mudharabah under its RM1.5 billion Perpetual Sukuk Mudharabah Programme. The perpetual securities are:

- unconditionally and irrevocably guaranteed by the Company;
- direct, unsecured, unconditional and unsubordinated obligations of the subsidiary; and
- rank at least pari passu with all other present and future unconditional, unsubordinated and unsecured obligations of the subsidiary at all times, save for such obligations as may be preferred by provisions of law that are both mandatory and of general application.

The perpetual securities are unrated and are not listed on Bursa Malaysia Securities Berhad or on any other stock exchange, bearing no fixed maturity date but are callable 15 years from the date of issuance ("First Call Date") falling due on 9 May 2033. The issued instrument carries a periodic distribution rate of 6.8% per annum, distributable semi-annually calculated at the nominal value of securities issued. The distribution rate will be subject to an agreed one time step-up margin of 1% per annum after First Call Date. Pursuant to the terms and conditions of the program, YTMC has no obligation to pay any distribution and has the option to elect for distribution deferment at its sole discretion, which does not constitute a breach of covenant. The perpetual securities may also be redeemed at the option of YTMC upon the occurrence of certain events by YTMC in accordance with the terms and conditions of the perpetual securities.

From the Group's perspective under MFRS 132 "Financial Instruments: Presentation", the Perpetual Securities is classified as equity because the payment of any distribution or redemption is at the discretion of the Group.

44. Perpetual securities (continued)

(ii) By Yinson Juniper Ltd ("YJL")

(a) USD100 million Multi-Currency Perpetual Securities

On 5 October 2017, YJL, a wholly owned subsidiary of the Company issued perpetual securities of USD100 million under its USD500 million Multi-Currency Perpetual Securities Programme. The perpetual securities were:

- unconditionally and irrevocably guaranteed by the Company;
- direct, unsecured, unconditional and unsubordinated obligations of the subsidiary; and
- rank at least pari passu with all other present and future unsecured, unconditional and unsubordinated obligations of the subsidiary, save for such obligations as may be preferred by provisions of law that are both mandatory and of general application.

On 5 October 2022, the perpetual securities of USD100 million were fully redeemed.

From the Group's perspective under MFRS 132 "Financial Instruments: Presentation", the perpetual securities were classified as equity because the payment of any distribution or redemption was at the discretion of the Group.

(b) USD120 million Multi-Currency Perpetual Securities

YJL completed two further issuances of Perpetual Securities amounting to USD90 million and USD30 million on bought deal basis under its USD500 million Multi-Currency Perpetual Securities Programme on 29 March 2019 and 5 April 2019 respectively. The perpetual securities are:

- unconditionally and irrevocably guaranteed by the Company;
- direct, unsecured, unconditional and unsubordinated obligations of the subsidiary; and
- rank at least pari passu with all other present and future unsecured, unconditional and unsubordinated obligations of the subsidiary, save for such obligations as may be preferred by provisions of law that are both mandatory and of general application.

The perpetual securities are unrated and are not listed on Bursa Malaysia Securities Berhad or on any other stock exchange, bearing no fixed maturity date but are redeemable at YJL's option 5 years from the date of issuance ("First Reset Date") which falls due on 29 March 2024. The issued Perpetual Securities carry periodic distribution rate of 8.10% per annum, distributable semi-annually calculated at the nominal value of securities issued. The distribution rate will be subjected to an agreed step-up margin of 5% per annum above the prevailing U.S. Treasury Rate after First Reset Date. Pursuant to the terms and conditions of the program, YJL has no obligation to pay any distribution and has the option to elect for distribution deferment at its sole discretion, which does not constitute a default. The Perpetual Securities may also be redeemed at the option of YJL upon the occurrence of certain events by YJL in accordance with the terms and conditions of the Perpetual Securities.

From the Group's perspective under MFRS 132 "Financial Instruments: Presentation", the perpetual securities is classified as equity because the payment of any distribution or redemption is at the discretion of the Group.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

44. Perpetual securities (continued)

(iii) By the Company

(a) RM360 million Perpetual Sukuk Wakalah

The Company issued Perpetual Sukuk Wakalah of RM250 million and RM110 million pursuant to its Subordinated Perpetual Islamic Notes Programme of up to RM1.0 billion in nominal value on 2 November 2022 and 5 December 2022 respectively. The perpetual securities are:

- direct, unsecured, unconditional and subordinated obligations of the Company; and
- rank at least pari passu with all other present and future unconditional, subordinated and unsecured obligations of the Company at all times, save for such obligations as may be preferred by provisions of law that are both mandatory and of general application

The perpetual securities are unrated and are not listed on Bursa Malaysia Securities Berhad or on any other stock exchange, bearing no fixed maturity date but are callable 5 years from the date of issuance ("First Call Date") falling due on 2 November 2027 and 6 December 2027 respectively. The issued instrument carries a periodic distribution rate of 7.5% per annum, distributable semi-annually calculated at the nominal value of securities issued. The distribution rate will be subject to an agreed one time step-up margin of 1% per annum after First Call Date. Pursuant to the terms and conditions of the program, the Company has no obligation to pay any distribution and has the option to elect for distribution deferment at its sole discretion, which does not constitute a breach of covenant. The perpetual securities may also be redeemed at the option of the Company upon the occurrence of certain events by the Company in accordance with the terms and conditions of the perpetual securities.

From both the Company's and Group's perspective under MFRS 132 "Financial Instruments: Presentation", the perpetual securities is classified as equity because the payment of any distribution or redemption is at the discretion of the Group.

45. Summary of effects of acquisition and re-organisation of companies

2023

Group

During the financial year, the Group had completed the internal re-organisation for the following companies of which there were no consequential financial effects to the Group:

(i) On 22 February 2022, YR Brazil Pte. Ltd. ("YR(BRZ)PL"), an indirect wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in EOL Vicosa V Ltda., EOL Vicosa VI Ltda., EOL Vicosa VII Ltda. and EOL Vicosa VIII Ltda. for total consideration of BRL28,500,000.

(ii) On 23 February 2022, YR(BRZ)PL completed the acquisition of 100% equity interest in Santa Clara Energia Renovável Ltda for a consideration of BRL30,240,000.

(iii) On 31 March 2022, YR India Pte. Ltd. ("YRIPL"), an indirect wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in YR Bhadla Pte. Ltd. ("YRBPL") from Yinson Renewables (HK) Limited, an indirect wholly owned subsidiary of the Company for a consideration of USD1,754,500. YRBPL remains as an indirect wholly owned subsidiary of the Company.

(iv) On 8 September 2022, YR Indonesia C&I Pte. Ltd. ("YRICIPL"), an indirect wholly owned subsidiary of the Company, completed the acquisition of 80% equity interest in PT Ineco Solar Solutions for a consideration of IDR9,006,358,994 (equivalent to RM2.7 million).

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

45. Summary of effects of acquisition and re-organisation of companies (continued)

2023 (continued)

Group (continued)

(v) On 19 September 2022, Yinson Macacia Sdn. Bhd. ("YMSB"), an indirect wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in Yinson Macacia Limited ("YML") from the Company and Yinson Production Capital Pte. Ltd. ("YPCPL"), an indirect wholly owned subsidiary of the Company for a total consideration of USD215,168,297. YML remains as an indirect wholly owned subsidiary of the Company.

(vi) On 29 September 2022, YPCPL, an indirect wholly owned subsidiary of the Company, completed the acquisition of 49% equity interest in PTSC Asia Pacific Pte. Ltd. ("PTSCAP") from the Company for a consideration of USD48,736,506. As a result, PTSCAP is now a joint venture which is indirectly owned by the Company. The transfer is accounted as a transaction under common control.

(vii) On 29 September 2022, YPCPL, an indirect wholly owned subsidiary of the Company, completed the acquisition of 49% equity interest in PTSC South East Asia Pte. Ltd. ("PTSCSEA") from the Company for a consideration of USD40,827,621. As a result, PTSCSEA is now a joint venture which is indirectly owned by the Company. The transfer is accounted as a transaction under common control.

(viii) On 27 October 2022, Yinson Green Technologies Pte. Ltd. ("YGTPL"), an indirect wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in Gotsurge Pte. Ltd. for a consideration of SGD400,000 (equivalent to RM1.2 million).

Company

There were no acquisitions or re-organisation during the financial year.

2022

Group

During the financial year, the Group had completed the internal re-organisation for the following companies of which there were no consequential financial effects to the Group:

(i) On 5 February 2021, Yinson Global Corporation (S) Pte. Ltd., a direct wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in Yinson Renewables Pte. Ltd. ("YRPL") from Yinson Renewables (HK) Limited, an indirect wholly owned subsidiary of the Company for a consideration of USD300,000. YRPL remains as an indirect wholly owned subsidiary of the Company.

(ii) On 25 February 2021, Yinson Trillium Limited ("YTL"), an indirect wholly owned subsidiary of the Company, completed the acquisition of 2.42% equity interest in Yinson Production (West Africa) Pte. Ltd. ("YPWAPL") from Yinson Production Pte. Ltd., an indirect wholly owned subsidiary of the Company for a consideration of USD2,097,344. As a result, YTL owns 74% equity interest in YPWAPL.

(iii) On 31 March 2021, Yinson Global Corporation (S) Pte. Ltd., a wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in Yinson Green Technologies Pte. Ltd. ("YGTPL") from Yinson Global Corporation (HK) Limited, an indirect wholly owned subsidiary of the Company for a consideration of USD4,000,000. YGTPL remains as an indirect wholly owned subsidiary of the Company.

(iv) On 11 May 2021, Yinson Renewables Pte. Ltd., an indirect wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in Yinson Renewables AS ("YRAS") from Yinson Renewables (HK) Limited, an indirect wholly owned subsidiary of the Company for a consideration of USD1.00. YRAS remains as an indirect wholly owned subsidiary of the Company.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

45. Summary of effects of acquisition and re-organisation of companies (continued)

2022 (continued)

Group (continued)

(v) On 29 June 2021, Yinson Production Capital Pte. Ltd. ("YPCPL"), an indirect wholly owned subsidiary of the Company, increased its issued and paid-up capital from USD80,521,000 to USD127,234,306 by way of allotment of 46,713,306 new ordinary shares at an issue price of USD1 each by way of cash injection. As a result, YPCPL remains as an indirect wholly owned subsidiary of the Company.

(vi) On 29 June 2021, Yinson Production Capital Pte. Ltd., an indirect wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in Yinson Nepeta Production Ltd ("YNPL") from Yinson Acacia Ltd, an indirect wholly owned subsidiary of the Company for a consideration of USD46,713,306. YNPL remains as an indirect wholly owned subsidiary of the Company.

(vii) On 13 July 2021, Yinson Renewables Pte. Ltd., an indirect wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in Yinson Renewables (UK) Limited ("YRUK") from Yinson Renewables (HK) Limited for a consideration of USD396,062. As a result, YRUK remains an indirect wholly owned subsidiary of the Company.

(viii) On 15 July 2021, Yinson Offshore Services Sdn. Bhd., a wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in OY Labuan Limited ("OYLL") from the Company, for a consideration of USD1. OYLL remains as an indirect wholly owned subsidiary of the Company.

(ix) On 6 August 2021, Yinson Macacia Limited ("YML"), an indirect wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in Yinson Lavender Operations Sdn. Bhd. ("YLOSB") from Yinson Production AS for a consideration of USD2,050,000. As a result, YLOSB remains as an indirect wholly owned subsidiary of the Company.

(x) On 22 December 2021, Yinson Global Corporation (S) Pte. Ltd., a wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in Yinson Production Offshore Pte. Ltd. ("YPOPL") from Yinson Global Corporation (HK) Limited, an indirect wholly owned subsidiary of the Company for a consideration of USD469,000,000. YPOPL remains as an indirect wholly owned subsidiary of the Company.

(xi) On 29 December 2021, Yinson Production AS ("YPAS"), an indirect wholly owned subsidiary of the Company, reduced its paid-up capital by NOK105,900,000 via reduction of par value on the YPAS's single share from NOK105,930,000 to NOK30,000 for a cash consideration of USD11,983,840. As a result, YPAS remains as an indirect wholly owned subsidiary of the Company.

(xii) On 27 January 2022, YR Santa Giusta Solar Pte. Ltd., an indirect wholly owned subsidiary of the Company, completed the acquisition of 100% equity interest in Santa Giusta Solar S.R.L. ("SGSSRL") from Paceco Solar S.R.L., an indirect wholly owned subsidiary of the Company for a consideration of EUR610,000. SGSSRL remains as an indirect wholly owned subsidiary of the Company.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

45. Summary of effects of acquisition and re-organisation of companies (continued)

2022 (continued)

Company

(i) On 28 December 2021, the Company completed the acquisition of 100% equity interest in Yinson Heather Ltd ("YHL") from Yinson Acacia Ltd, an indirect wholly owned subsidiary of the Company for a consideration of USD70,000. YHL became a wholly owned subsidiary of the Company.

(ii) On 28 December 2021, the Company completed the acquisition of 100% equity interest in Yinson Ghacacia Ltd ("YGL") from Yinson Acacia Ltd, an indirect wholly owned subsidiary of the Company for a consideration of USD100,000. YGL became a wholly owned subsidiary of the Company.

(iii) On 28 December 2021, the Company completed the acquisition of 100% equity interest in Yinson Clover Ltd ("YCL") from Yinson Acacia Ltd, an indirect wholly owned subsidiary of the Company for a consideration of USD1. YCL became a wholly owned subsidiary of the Company.

(iv) On 29 December 2021, the Company completed the acquisition of 100% equity interest in Knock Allan Pte. Ltd. ("KAPL") comprising 30,000,001 ordinary shares and 59,999,999 preference shares from Allan AS, an indirect wholly owned subsidiary of the Company for a consideration of USD6,800,000. KAPL became a wholly owned subsidiary of the Company.

46. Summary of effects of dilution and disposal of companies

2023

Group

(i) On 30 March 2021, Green EV Charge Sdn. Bhd. (formerly known as Yinson EV Charge Sdn. Bhd.) ("GEVCSB") was incorporated in Malaysia and was wholly owned by Yinson Green Technologies (M) Sdn Bhd ("YGTMSB"), an indirect wholly owned subsidiary of the Company.

On 18 February 2022, YGTMSB, GEVCSB and Greentech Malaysia Alliances Sdn Bhd ("GTMA") had entered into a joint venture and shareholders' agreement ("Agreement") for the subscription of new ordinary shares in GEVCSB for the purpose of undertaking the investment in electric vehicle charging infrastructure and ecosystem business in Malaysia.

On 31 May 2022, YGTMSB has subscribed for additional 11,660,000 new ordinary shares in GEVCSB for a total consideration of RM11,660,000, while GTMA has subscribed for 5,000,000 new ordinary shares in GEVCSB for a total consideration of RM5,000,000. Upon completion of the allotment of new shares, YGTMSB and GTMA hold 11,700,000 and 5,000,000 ordinary shares, representing 70.06% and 29.94% equity interest of the enlarged share capital of GEVCSB, respectively.

YGTMSB had, on 6 December 2022, issued the option notice to exercise the option for the subscription of an additional 10,000,000 new ordinary shares in GEVCSB for a total cash consideration of RM10 million. Upon completion of the allotment of 10,000,000 ordinary shares to YGTMSB on 14 December 2022, YGTMSB and GTMA hold 21,700,000 and 5,000,000 ordinary shares, representing 81.27% and 18.73% equity interest of the enlarged share capital of GEVCSB, respectively.

The above changes in ownership interest of GEVCSB resulted in a net increase in non-controlling interest of RM5 million.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

46. Summary of effects of dilution and disposal of companies (continued)

2023 (continued)

Company

(ii) On 30 June 2022, the Company, completed the disposal of its entire 100% equity interest in Yinson Marine Services Sdn. Bhd. to Yinson Capital Sdn. Bhd., a related company controlled by certain Directors of the Company, for a total consideration of RM1,250,000.

2022

There were no dilutions and disposals for the Group and the Company during the financial year.

47. Impact of Russia-Ukraine conflict

The current geopolitical tensions between Russia and Ukraine, alongside the imposition of international sanctions, have a pervasive economic impact, not only on businesses within Russia and Ukraine, but also globally where businesses engage in economic activities that might be affected by the recent developments.

The Group does not have any economic activities based within Russia or Ukraine and as such is not expected to be directly affected. However, given the global nature of financial markets and international supply chains, the disruption of economic activity could impact entities beyond the borders of Russia and Ukraine.

The Group has assessed that the conflict does not have any material impact to the Group's financial statements for the financial year ended 31 January 2023. However, as the conflict is still ongoing and with no clear outcome on the economic impact, the Group cannot reasonably ascertain the full extent of the probable impact on the Group's financial performance for the financial year ending 31 January 2024.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates

Details of subsidiaries, joint ventures and associates are as follows:

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Offshore Production - Subsidiaries				
Yinson Production Offshore Pte. Ltd.[(i)]	Singapore	100	100	Investment holding and provision of management services
Yinson Production Capital Pte. Ltd.[(i)]	Singapore	100	100	Provision of floating marine assets for chartering and service activities incidental to oil and gas extraction
Yinson Trillium Limited	Labuan	100	100	Investment holding
Yinson Production (West Africa) Pte. Ltd.[(i)]	Singapore	74	74	Provision of floating marine assets for chartering and service activities incidental to oil and gas extraction
Yinson Production Pte. Ltd. [(i)]	Singapore	100	100	Provision of engineering design and consultancy services relating to the offshore oil and gas industry
Yinson Production West Africa Limited [(i)(xii)]	Ghana	49	49	Provision of operations and maintenance of floating marine assets to the offshore oil and gas industry
Yinson Nepeta Production Ltd	Republic of the Marshall Islands	100	100	Provision of floating marine assets for chartering and service activities incidental to oil and gas extraction
Yinson Macacia Sdn. Bhd. [(iii)]	Malaysia	100	-	Investment holding
Yinson Macacia Limited [(vii)]	Labuan	100	100	Investment holding
Yinson Lavender Limited	Labuan	100	100	Provision of floating marine assets for chartering and service activities incidental to oil and gas extraction
Yinson Lavender Operations Sdn. Bhd.	Malaysia	100	100	Provision of operations and maintenance of floating marine assets to the offshore oil and gas industry
Yinson Acacia Ltd	Republic of the Marshall Islands	100	100	Investment holding

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Offshore Production - Subsidiaries (continued)				
Yinson Bouvardia Consortium Pte. Ltd. (vi)	Singapore	100	100	Investment holding
Yinson Bouvardia Holdings Pte Ltd (vi)	Singapore	100	100	Investment holding
Yinson Bouvardia Production B.V. (vi)	Netherlands	100	100	Provision of floating marine assets for chartering
Yinson Bouvardia Servicos De Operacao Ltda (vi)	Brazil	100	100	Provision of operations and maintenance services of floating marine assets to the offshore oil and gas industry
Yinson Azalea Holdings Pte. Ltd. (i)(iii)	Singapore	100	-	Investment holding
Yinson Azalea Production Pte. Ltd. (iii)(iv)	Singapore	100	-	Provision of floating marine assets for chartering
Yinson Azalea Operacoes Angola Prestacao de Servicos (SU), Lda (iii)(vi)	Angola	100	-	Provision of operations and maintenance services of floating marine assets to the offshore oil and gas industry
Yinson Bergenia Consortium Pte. Ltd. (i)	Singapore	100	100	Investment holding
Yinson Bergenia Holdings Pte. Ltd. (i)	Singapore	100	100	Investment holding
Yinson Bergenia Production B.V. (i)	Netherlands	100	100	Provision of floating marine assets for chartering and service activities incidental to oil and gas extraction
Yinson Bergenia Servicos De Operacao Ltda (i)	Brazil	100	100	Provision of operations and maintenance services of floating marine assets to the offshore oil and gas industry

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Offshore Production - Subsidiaries (continued)				
Yinson Boronia Consortium Pte. Ltd. [i]	Singapore	75	75	Investment holding
Yinson Boronia Holdings (S) Pte. Ltd. [i]	Singapore	75	75	Investment holding
Yinson Boronia Production B.V. [i]	Netherlands	75	75	Provision of floating marine assets for chartering and service activities incidental to oil and gas extraction
Yinson Boronia Servicos De Operacao Ltda [i]	Brazil	75	75	Provision of operations and maintenance services of floating marine assets to the offshore oil and gas industry
Yinson Production AS [i]	Norway	100	100	Investment holding and provision of management services
Allan AS [i]	Norway	100	100	Investment holding
Adoon AS [i]	Norway	100	100	Investment holding
Adoon Pte. Ltd. [i]	Singapore	100	100	Provision of floating marine assets for chartering and service activities incidental to oil and gas extraction
Yinson Operations & Production West Africa Limited [i][ix]	Nigeria	40	40	Provision of operations and maintenance of floating marine assets to the offshore oil and gas industry
Floating Operations and Production Pte. Ltd. [i]	Singapore	100	100	Provision of operations and maintenance of floating marine assets to the offshore oil and gas industry
Yinson Malva Operations S.A. DE C.V. (In Dissolution & Liquidation)	Mexico	100	100	Dormant

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Offshore Production - Subsidiaries (continued)				
Yinson Production EPC Pte. Ltd. [i]	Singapore	100	100	Investment holding and provision of engineering, procurement and construction for floating production system and management services
Yinson Production EPC Sdn. Bhd.	Malaysia	100	100	Provision of engineering, procurement and construction for floating production system and management services
Yinson Production (The Netherlands) B. V. [iii][vi]	Netherlands	100	-	Provision of intercompany services
Anteros Rainbow Offshore Pte. Ltd. [x]	Singapore	-	100	Struck off
Offshore Production - Joint Ventures				
PTSC Asia Pacific Pte. Ltd. [i]	Singapore	49	49	Provision of floating marine assets for chartering and service activities incidental to oil and gas extraction
PTSC South East Asia Pte. Ltd. [i]	Singapore	49	49	Provision of floating marine assets for chartering and service activities incidental to oil and gas extraction
Offshore Production - Associates				
Floating Operations & Production West Africa Ltd [ii] (In liquidation)	Nigeria	40	40	Dormant

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Offshore Marine - Subsidiaries				
Yinson Offshore Services Sdn. Bhd.	Malaysia	100	100	Investment holding
Regulus Offshore Sdn. Bhd.	Malaysia	70	70	Provision of leasing, operations and maintenance of vessels
Yinson Camellia Sdn. Bhd.	Malaysia	100	100	Chartering of offshore support vessels
Yinson Camellia Limited	Labuan	100	100	Dormant
Yinson Indah Limited	Labuan	100	100	Dormant
OY Labuan Limited	Labuan	100	100	Dormant
Yinson Offshore Marine Limited [x]	Labuan	-	100	Liquidated
Yinson Offshore Services Limited [x]	Labuan	-	100	Liquidated
Yinson Offshore Limited [x]	Labuan	-	100	Liquidated
Yinson Marine Services Sdn. Bhd. [x][xi]	Malaysia	-	100	Disposed
Yinson Eden Pte. Ltd. [i]	Singapore	100	100	Provision of floating marine assets for chartering and service activities incidental to oil and gas extraction
Renewables - Subsidiaries				
Yinson Renewables (HK) Limited [i]	Hong Kong	100	100	Investment holding
Yinson Renewables Pte. Ltd. [i]	Singapore	100	100	Investment holding and provision of management services

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Renewables - Subsidiaries (continued)				
YR Italy Pte. Ltd. [i]	Singapore	100	100	Investment holding and provision of management services
YR Menta Wind Pte. Ltd. [i]	Singapore	100	100	Investment holding and provision of management services
Menta Wind S.R.L. [iv]	Italy	100	100	Generation of electricity through renewable resources
YR Paceco Solar Pte. Ltd. [i]	Singapore	100	100	Investment holding and provision of management services
Paceco Solar S.R.L. [iv]	Italy	100	100	Generation of electricity through renewable resources
YR Messinello Wind Pte. Ltd. [i]	Singapore	100	100	Investment holding and provision of management services
Messinello Wind S.R.L. [iv]	Italy	100	100	Generation of electricity through renewable resources
YR Crucoli Wind Pte. Ltd. (formerly known as YR Crucoli Pte. Ltd.) [i]	Singapore	100	100	Investment holding
YR Mazara Wind Pte. Ltd. (formerly known as YR Mazara Pte. Ltd.) [i]	Singapore	100	100	Investment holding
YR Santa Giusta Solar Pte Ltd [i]	Singapore	100	100	Investment holding
Santa Giusta Solar S.R.L. [iv]	Italy	100	100	Generation of electricity through renewable resources
YR Nuoro Wind Pte. Ltd. [i]	Singapore	100	-	Investment holding

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Renewables - Subsidiaries (continued)				
Nuoro Wind S.R.L. (iii)(iv)	Italy	100	-	Generation of electricity through renewable resources
YR Canichiddeusi Wind Pte. Ltd. (iii)(vi)	Singapore	100	-	Investment holding
Canichiddeusi Wind S.R.L. (iii)(iv)	Italy	100	-	Generation of electricity through renewable resources
YR India Pte. Ltd. (i)	Singapore	100	100	Investment holding and provision of management services
YR Nokh Pte. Ltd. (i)	Singapore	100	100	Investment holding and provision of management services
Rising Sun Energy (K) Pvt Ltd (i)	India	80	80	Generation of electricity through renewable resources
YR India 2 Pte. Ltd. (i)	Singapore	100	100	Investment holding and provision of management services
Rising Sun Energy 2 Private Limited (iv)	India	80	80	Generation and distribution of electricity through renewable resources
YR India 3 Pte. Ltd. (i)	Singapore	100	100	Investment holding and provision of management services
Rising Sun Energy 3 Pvt Ltd (iv)	India	80	80	Generation and distribution of electricity through renewable resources
YR Bhadla Pte. Ltd. (i) (vii)	Singapore	100	100	Investment holding
Rising Sun Energy Pvt Ltd (i)	India	95	95	Infrastructure development for generation conservation, distribution and transmission of power

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Renewables - Subsidiaries (continued)				
Rising Bhadla 1 Pvt Ltd [i]	India	95	95	Generation of electricity through renewable resources
Rising Bhadla 2 Pvt Ltd [i]	India	95	95	Generation of electricity through renewable resources
YR New Zealand Pte. Ltd. [i]	Singapore	100	100	Investment holding and provision of management services
YR Pouto Wind Pte. Ltd. [i]	Singapore	100	100	Investment holding and provision of management services
Pouto Wind Limited [iv]	New Zealand	100	100	Wind electricity generation
Pahiatua Wind Limited [iii][iv]	New Zealand	100	-	Generation of electricity through renewable resources
YR Brazil Pte. Ltd. [i][iii]	Singapore	100	-	Investment holding
EOL Vicosa V Ltda. [iv]	Brazil	100	-	Generation of electricity through renewable resources
EOL Vicosa VI Ltda. [iv]	Brazil	100	-	Generation of electricity through renewable resources
EOL Vicosa VII Ltda. [iv]	Brazil	100	-	Generation of electricity through renewable resources
EOL Vicosa VIII Ltda. [iv]	Brazil	100	-	Generation of electricity through renewable resources
Santa Clara Energia Renovável Ltda [iv]	Brazil	100	-	Generation of electricity through renewable resources
Yinson Renováveis Brasil Ltda [iii][iv]	Brazil	100	-	Investment holding
YR Malaysia Pte. Ltd. [i]	Singapore	100	100	Investment holding

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Renewables - Subsidiaries (continued)				
YR C&I Pte Ltd [(i)]	Singapore	100	100	Investment holding
YR Peru Limited [(ii)(iii)]	United Kingdom	100	-	Investment holding
YR Chile Holding Limited [(ii)(iii)]	United Kingdom	100	-	Investment holding
YR Chile SpA [(iii)(iv)]	Chile	100	-	Investment holding
Yinson Renewables (UK) Limited [(ii)]	United Kingdom	100	100	Activities of head office
Yinson Renewables AS [(i)]	Norway	100	100	Investment holding and provision of management services
YR Indonesia Pte. Ltd. [(i)(iii)]	Singapore	100	-	Investment holding
YR Indonesia C&I Pte. Ltd. [(i)(iii)]	Singapore	100	-	Investment holding
PT Ineco Solar Solutions [(ii)]	Indonesia	80	-	Provision of services for development, construction and operation of commercial and industrial solar facilities
Renewables - Joint Ventures				
Limes 5 S.r.l.	Italy	50	50	Dormant
Limes 22 S.r.l.	Italy	50	50	Dormant
Renewables - Associates				
Majes Sol. De Verano S.A.C. [(iv)(xv)]	Peru	45	-	General business activities for Renewables Special Purpose Vehicle
Plus Xnergy Assets Sdn. Bhd. [(ii)(xvi)]	Malaysia	40	-	Providing evaluation, technical, commercial and advisory services relating to electrical and engineering works and others related activities

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Other Operations - Subsidiaries				
Yinson Green Technologies Pte. Ltd. [i]	Singapore	100	100	Investment holding and provision of management services
Yinson Venture Capital Pte. Ltd. [i]	Singapore	100	100	Investment holding and providing of management consultancy services in green tech funds
Yinson Electric Pte. Ltd. [i]	Singapore	100	100	Investment in and development of electric vessels and other related technologies
Yinson Mobility Pte. Ltd. [i]	Singapore	100	100	Renting and leasing of land transport equipment (except cars) without driver n.e.c. (excluding online marketplaces) and chartered bus services
Yinson EV Charge Pte. Ltd. (formerly known as Yinson Ocean Pte. Ltd.) [i]	Singapore	100	100	Engineering design and consultancy services in energy management and clean energy system; and supporting services to land transport
Yinson EV Charge - LHN Energy Pte. Ltd. [iii][vi]	Singapore	100	-	Engineering design and consultancy services in energy management and clean energy system
Yinson Green Technologies AS [iv]	Norway	100	100	Investment holding and provision of management services
Yinson Green Technologies (M) Sdn. Bhd.	Malaysia	100	100	Investment holding and provision of management services
Green EV Charge Sdn. Bhd. (formerly known as Yinson EV Charge Sdn. Bhd.)[xi]	Malaysia	81.27	100	Investment holding and provision of management services

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Other Operations - Subsidiaries (continued)				
Yinson Mobility Sdn. Bhd. [(iii)(vi)]	Malaysia	100	-	(a) Hire purchase and operational leasing of passenger cars (without driver), vans, trucks, utility trailers and recreational vehicles (b) Hiring of vehicles to the general public, and sourcing, purchasing and supplying of vehicle
Oyika Green Technologies Sdn. Bhd. [(iii)(vi)]	Malaysia	100	-	(a) Manufacturing, Assembling of e bikes and after sales service for Electric motorcycle and other related technologies (b) Importation, retailing, whole selling, distribution, sales, lease or rental of electric motorcycle and any related parts and accessories (c) A full range of in-house software service for Electric motorcycles, battery, battery swapping stations which includes telematics and navigations
Gotsurge Pte. Ltd. [(vi)]	Singapore	100	-	Provision of logistics services and development of other software and programming activities, and other information technology and computer service activities of freight forwarding
Farosson Pte. Ltd. [(iii)(vi)]	Singapore	100	-	Investment holding
Farosson Asset Management Pte. Ltd. [(iii)(vi)]	Singapore	100	-	Investment holding
Farosson Capital Pte. Ltd. [(iii)(vi)]	Singapore	100	-	Fund management activities
Yinson Global Corporation (S) Pte. Ltd. [(i)]	Singapore	100	100	Investment holding

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Other Operations - Subsidiaries (continued)				
Yinson Global Corporation (HK) Limited [i]	Hong Kong	100	100	Investment holding
Yinson Energy Sdn. Bhd.	Malaysia	30	30	Provision of agency, consultancy, engineering and marine support services for oil and gas industry
Yinson Mawar Sdn. Bhd.	Malaysia	100	100	Investment in properties
Yinson Production Limited	Labuan	100	100	Investment holding
Knock Allan Pte. Ltd. [i]	Singapore	100	100	Dormant
Yinson Clover Ltd [iv]	Republic of the Marshall Islands	100	100	Investment holding
Yinson Ghacacia Ltd [iv]	Republic of the Marshall Islands	100	100	Investment holding
Yinson Gazania Production Ltd.	Republic of the Marshall Islands	94.9	94.9	Provision of floating marine assets for chartering and service activities incidental to oil and gas extraction
Yinson Heather Ltd [x]	Republic of the Marshall Islands	-	100	Liquidated
Yinson Tulip Ltd.	Labuan	100	100	Dormant
Yinson International Pte. Ltd. [i]	Singapore	100	100	Provision of treasury management services to companies within the Group
Yinson Juniper Ltd.	British Virgin Islands	100	100	Provision of treasury management services to companies within the Group

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Name of company	Countries of incorporation	Group's effective interest (%)		Principal activities
		2023	2022	
Other Operations - Subsidiaries (continued)				
Yinson TMC Sdn. Bhd.	Malaysia	100	100	Provision of treasury management services to companies within the Group
Other Operations - Joint Ventures				
eMoovit Technology Sdn. Bhd. (xiii)	Malaysia	66.1	66.1	Development, sales and marketing of autonomous electric vehicles and software solutions
PTSC Ca Rong Do Ltd	Republic of the Marshall Islands	49	49	Dormant
Yinson Gazania Operations Limited (i)	Ghana	49	49	Provision of operations and maintenance of floating marine assets to the offshore oil and gas industry
Other Operations - Associates				
Lift Ocean AS (xiv)	Norway	23.3	16.3	Other technical consultancy activities
Moovita Pte. Ltd. (ii)	Singapore	7.3	7.3	Retail sale of computer hardware (including handheld computers) and peripheral equipment, and computer software (except games and cybersecurity hardware and software) and information technology consultancy (except cybersecurity)
Oyika Pte. Ltd. (ii)	Singapore	20.8	20.8	E-commerce, internet and mobile retail and other investment holding companies
Shift Clean Solutions Ltd (ii)	Canada	20	20	Provision of energy solutions to optimise power systems on marine grid and heavy industrial applications

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

48. List of subsidiaries, joint ventures and associates (continued)

Details of subsidiaries, joint ventures and associates are as follows: (continued)

Notes:

(i) Audited by member firms of PricewaterhouseCoopers International Limited, which are separate and independent legal entities from PricewaterhouseCoopers PLT.

(ii) Audited by audit firms other than PricewaterhouseCoopers.

(iii) Subsidiaries newly incorporated during the current financial year.

(iv) Companies not required to be audited under the laws of the country of incorporation.

(v) Company not required to be audited due to status being in member's voluntary winding-up.

(vi) Auditor not appointed as at 31 January 2023.

(vii) The reclassification or reorganisation of these companies in the Group are as disclosed in Note 45.

(viii) The Group has concluded that it controls Yinson Energy Sdn. Bhd., even though it holds 30% equity interest in this subsidiary. Based on an agreement signed between the shareholders, the Company has majority representation on the Board of Directors, which is responsible for directing the relevant activities. All decisions of the Board of Directors only require a simple majority vote to be passed.

(ix) The Group has concluded that it controls Yinson Operations & Production West Africa Limited, even though it holds 40% equity interest in this subsidiary. Based on an agreement signed between the shareholders, the Company has majority representation on the Board of Directors, which is responsible for directing the relevant activities. All decisions of the Board of Directors only require a simple majority vote to be passed.

(x) Companies disposed, liquidated or struck off during the current financial year.

(xi) The dilution or disposal of these companies in the Group are as disclosed in Note 46.

(xii) The Group has re-assessed and concluded that it controls Yinson Production West Africa Limited, even though it holds 49% equity interest in this subsidiary. Based on an agreement signed between the shareholders, a subsidiary of the Company has majority representation on the Board of Directors, which are responsible for directing the relevant activities. Matters presented to the Board shall be approved upon receiving affirmative vote of a simple majority of the Directors.

(xiii) The Group has concluded that it does not control eMoovit Technology Sdn. Bhd.. Although it holds 66.1% equity interest in this joint venture, based on the agreement signed between the shareholders, the Company only has joint control.

(xiv) On 1 April 2022, Yinson Venture Capital Pte. Ltd. has subscribed for 25,863 shares at NOK 290 each in Lift Ocean AS for a consideration of RM4 million (NOK7.5 million). As a result, the Group's equity interest in Lift Ocean AS increased to 23.30% as at 31 January 2023.

(xv) On 9 May 2022, YR Peru Limited, an indirect wholly owned subsidiary of the Company, completed the acquisition of 45% equity interest in Majes Sol. De Verano S.A.C. for a total cash consideration of RM3 million (USD0.67 million).

(xvi) On 28 July 2022, YR C&I Pte Ltd, an indirect wholly owned subsidiary of the Company, completed the acquisition of 40% equity interest in Plus Xnergy Assets Sdn Bhd for a total consideration of RM1.6 million.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 January 2023

49. Subsequent events

(a) On 2 December 2022, Yinson Azalea Production Pte Ltd ("YAPPL"), an indirect wholly owned subsidiary of the Company, incorporated in Singapore, entered into the Agreement for Preliminary Activities ("APA") with Eni Angola S.p.A. ("Eni"), a wholly owned subsidiary of Azule Energy. In entering into the APA, both YAPPL and Eni have interests in commencing with the preliminary work to safeguard the project schedule in accordance with the terms therein, in anticipation of the finalization of a contract ("Contract").

A summary of the salient terms of the APA is as follows:

(i) the tenure of the APA is for a period of 60 days or approximately two (2) months from the Effective Date of the APA, being 2 December 2022.

(ii) the estimated aggregate value of the APA is approximately USD218 million (equivalent to approximately RM956 million), subject to the terms and condition of the APA.

Eni, on 23 January 2023 and 17 February 2023, entered into two separate agreements with YAPPL to further extend the tenure of the APA for a period of up to 20 February 2023 and subsequently to 28 February 2023 ("APA Extensions"). Save for the extension of the tenure, the terms under the APA Extensions remains unchanged. The estimated aggregate value of the APA Extensions is approximately USD92 million (equivalent to approximately RM418 million).

On 27 February 2023, YAPPL and Yinson Azalea Operações Angola - Prestação de Serviços, (SU), LDA, each an indirect wholly owned subsidiary of Yinson, have entered into the Contract with Eni for the provision of:

(i) A floating, production, storage and offloading vessel to be deployed for the Agogo Integrated West Hub Development Project, located in the West Hub part of Block 15/06 in Angola ("Agogo FPSO") to process hydrocarbons; and

(ii) Operation and maintenance services for the Agogo FPSO.

Pursuant to the Contract, the term of the charter is for a fixed period of 5,479 days or approximately 15 years, with the option to extend the term of the charter for up to five (5) years thereafter. The estimated aggregate value of the Contract is approximately USD5.3 billion (equivalent to approximately RM23.6 billion) (inclusive of an optional 5-year extension period).

(b) FPSO Anna Nery achieved first oil on 7 May 2023 following a successful 72-hour testing. This marks the commencement of the firm charter for a period of 25 years which includes the provision of FPSO chartering and operation and maintenance services during the charter phase.

50. Authorisation of financial statements for issue

The financial statements for the financial year ended 31 January 2023 were authorised for issue in accordance with a resolution of the Board of Directors on 19 May 2023.

INDEPENDENT AUDITORS' REPORT

to the menbers of Yinson Holdings Berhad (Incorporated in Malaysia)
Registration No. 199301004410 (259147-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our opinion

In our opinion, the financial statements of Yinson Holdings Berhad ("the Company") and its subsidiaries ("the Group") give a true and fair view of the financial position of the Group and of the Company as at 31 January 2023, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

What we have audited

We have audited the financial statements of the Group and of the Company, which comprise the statements of financial position as at 31 January 2023 of the Group and of the Company, and the income statements, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 177 to 319.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the "Auditors' responsibilities for the audit of the financial statements" section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Our audit approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements of the Group and of the Company. In particular, we considered where the Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Group and of the Company, the accounting processes and controls, and the industry in which the Group and the Company operate.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

INDEPENDENT AUDITORS' REPORT

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Key audit matters	How our audit addressed the key audit matters
1) Estimates and judgements in the EPCIC contracts *Refer to Note 5(a), Note 5(b), Note 6, Note 7 and Note 35(b) to the financial statements.* The accounting for revenue from Engineering, Procurement, Construction, Installation and Commissioning ("EPCIC") contracts falls under MFRS 15 Revenue from contracts with customers. These contracts are complex and dependent on the specific arrangements set out in the contracts between the Group and its customer. Given the specialised nature of each project and their respective contracts, management analysed the contracts' terms and conditions to determine the multiple elements arrangement within these contracts, its applicable accounting and revenue recognition. Based on our risk assessment, the critical judgements and significant estimates include determining allocation of transaction price between EPCIC revenue and finance lease income, ascertaining the number of multiple elements arrangement embedded in the contracts, assessing the satisfaction of the performance obligations over time, completeness of the estimated costs to complete the respective performance obligations and accuracy of construction progress. These include assessing the subjectivity and estimation uncertainty on determining estimated costs for the remaining obligations and contingencies that the projects will face over the contractual period. In the current financial year, the Group continues to face operational challenges in light of the COVID-19 pandemic and continuous global macroeconomic challenges. These include inflationary impacts to commodities, travel restrictions and supply chain constraints causing uncertainties to prices of materials and services. The degree to which these challenges influenced the estimated costs to complete can be significant. During the financial year, the Group recognised EPCIC revenue totalling to RM4,558 million in the consolidated income statement. The revenue recognised relates to the construction of the FPSO Anna Nery, FPSO Maria Quitéria and FPSO Atlanta. Given the magnitude and complexity of the Group's EPCIC contracts and the significant judgements and estimates, these areas were particularly subject to the risk of misstatements. Based on the considerations above, we have identified this as a key audit matter.	For the EPCIC revenue recognised relating from each FPSO, the audit procedures performed over this key audit matter were as follows: • Evaluated management's assessment paper and considered the critical judgements and significant estimates made by management on the accounting treatment for each of the contracts with the customer; • Read the contracts, and discussed with management the relevant terms and the resultant financial implications. Consequently identified and assessed the multiple elements arrangement and their respective performance obligations; • Gained an understanding of relevant processes, evaluated and tested the relevant controls implemented to record and monitor costs and revenues relating to EPCIC contracts; • Evaluated the measurement of progress towards complete satisfaction of the performance obligation undertaken by the Group's internal project reviews; • Performed look-back procedures as part of a risk assessment by comparing estimates included in the current year with the past year as this provides insight to management's ability to provide reliable estimates; • Checked the accuracy of management's calculations of percentage of completion by recomputing the construction costs incurred against the total estimated construction costs to completion; • Tested the reasonableness of the total estimated budgeted construction costs based on the approved budgets to supporting and corroborating documentations, including management's evaluation of budget variances and contingencies; • Tested samples of costs incurred to date on significant cost elements to relevant documents such as sub-contractors' reports verified by the Group's operations team; and • Evaluated the adequacy of the Group's disclosures included in the consolidated financial statements. Based on our procedures performed, no material exceptions were noted.

INDEPENDENT AUDITORS' REPORT

to the menbers of Yinson Holdings Berhad (Incorporated in Malaysia)
Registration No. 199301004410 (259147-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Key audit matters	How our audit addressed the key audit matters
2) Estimates and judgements in the impairment assessment of Project Nokh *Refer to Note 5(h) and Note 16 to the financial statements.* The assessment of impairment under MFRS 136 "Impairment of Assets" ("MFRS 136") requires a detailed analysis and is dependent on multiple critical judgements and significant estimates made by management that are applied in determining the asset's value-in-use. The Group is currently constructing a 190 Megawatt solar plant at the Nokh Solar Park, Rajasthan, India ("Project Nokh"). Continuous inflationary pressures due to the continuous disruptions in the market as a result of the COVID-19 pandemic and other macroeconomic factors have caused a significant increase to the cost of solar panels. This was identified as an impairment indicator by management. Consequently, management conducted an impairment assessment on the project. Based on the impairment assessment, management ascertained that the value-in-use of Project Nokh was lower than its carrying value. As a result, an impairment of RM117 million was recognised in the consolidated income statement for the financial year ended 31 January 2023. Based on our risk assessment, the most critical judgements and significant estimates to determine the value-in-use of Project Nokh include: • The forecasted revenue of the project, as this would depend on future volume of power generation, subject to change in tariff and carbon credits pricing; • The estimated commissioning date of the project affecting the timing of the cash flows; and • The discount rates applied to the forecasted cash flows. We consider this to be a key audit matter given the magnitude of the amounts involved, the complex nature of the impairment assessment and the critical judgements and significant estimates applied by the management.	Audit procedures performed over this key audit matter were as follows: • Obtained management's approved cash-flows projections and agreed to its value-in-use assessment; • Tested the mathematical accuracy of the underlying value-in-use calculations; • Discussed and evaluated management's assumptions related to the power generation and carbon credit revenues, expenses and commissioning date; • With the involvement of our internal valuation specialists, assessed the reasonableness of the discount rate. This included an assessment of the specific inputs, inter alia, the risk-free rate, the equity risk premium and beta, along with gearing and cost of debt. Such inputs were benchmarked either against risk rates that are available in the public domain or equivalent data for peer companies; and • Assessed the related disclosures provided, in particular disclosures about key assumptions and sensitivities. Based on our procedures performed, no material exceptions were noted.

We have determined that there are no key audit matters to report for the Company.

INDEPENDENT AUDITORS' REPORT

to the menbers of Yinson Holdings Berhad (Incorporated in Malaysia)
Registration No. 199301004410 (259147-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Information other than the financial statements and auditors' report thereon

The Directors of the Company are responsible for the other information. The other information comprises the Director's Report and other contents of the Integrated Annual Report 2023, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the financial statements

The Directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

(a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

(b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

INDEPENDENT AUDITORS' REPORT

to the menbers of Yinson Holdings Berhad (Incorporated in Malaysia)
Registration No. 199301004410 (259147-A)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

Auditors' responsibilities for the audit of the financial statements (continued)

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

(d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

(e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

(f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITORS' REPORT

to the menbers of Yinson Holdings Berhad (Incorporated in Malaysia)
Registration No. 199301004410 (259147-A)

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 48 to the financial statements.

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

TIANG WOON MENG
02927/05/2024 J
Chartered Accountant

Kuala Lumpur
19 May 2023

CORPORATE INFORMATION

AUDITORS

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COMPANY SECRETARIES

Wong Wai Foong
(MAICSA 7001358)
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Tan Bee Hwee
(MAICSA 7021024)
(SSM PC No. 202008001497)

Cheryl Rinai Kalip
(LS0008258)
(SSM PC No. 201908001176)

REGISTERED OFFICE
CORPORATE OFFICE

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SHARE REGISTRAR

Securities Services (Holdings) Sdn Bhd
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50490 Kuala Lumpur, Malaysia
Tel : +603 2084 9000
Fax : +603 2094 9940

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
Stock name : Yinson
Stock code : 7293
Sector : Energy

PRINCIPAL BANKERS AND FINANCIERS

Affin Bank Berhad
AmBank (M) Berhad
Banco Latinoamericano de Comercio Exterior, S.A.
Bank of China (Malaysia) Berhad
CIMB Bank Berhad
Clifford Capital Pte Ltd
Crédit Industriel Et Commercial
Credit Suisse AG
DBS Bank Ltd
Development Bank of Japan, Inc
Export-Import Bank of Malaysia Berhad
Federated Hermes
Hong Leong Bank Berhad
HSBC Bank Malaysia Berhad
Indian Renewable Energy Development Agency Limited
India Infrastructure Finance Company Ltd
India Infradebt Limited
ING Bank N.V.
Intesa Sanpaolo S.p.A
JPMorgan Chase Bank
Malayan Banking Berhad
Mega International Commercial Bank Co., Ltd
Mizuho Bank, Ltd
MUFG Bank, Ltd
Natixis
Oversea-Chinese Banking Corporation Limited
Société Generale
Standard Chartered Bank
Sumitomo Mitsui Banking Corporation
Taipei Fubon Commercial Bank Co. Ltd
The Bank of East Asia Limited
The Korea Development Bank
United Overseas Bank

ANALYSIS OF SHAREHOLDINGS

As at 5 May 2023

Issued Share Capital : RM2,371,654,726.53 of 3,063,864,369 ordinary shares (including 157,332,500 treasury shares)
Voting Rights : One (1) vote per ordinary share

ANALYSIS OF SHAREHOLDINGS (ACCORDING TO THE RECORD OF DEPOSITORS AS AT 5 MAY 2023)

RANGE	NO. OF HOLDERS	% OF HOLDERS	NO. OF SHARES	% OF SHARES
Less than 100	305	5.17	6,251	0.00
100 to 1,000	972	16.49	596,360	0.02
1,001 to 10,000	2,839	48.15	12,055,902	0.41
10,001 to 100,000	1,200	20.35	39,436,607	1.36
100,001 to 145,326,592 *	579	9.82	2,574,893,813	88.59
145,326,593 and above **	1	0.02	279,542,936	9.62
TOTAL	**5,896**	**100.00**	**2,906,531,869^**	**100.00**

Notes:
* *Less than 5% of issued shares.*
** *5% and above of issued shares.*
^ *Excluding 157,332,500 treasury shares.*

SUBSTANTIAL SHAREHOLDERS (ACCORDING TO THE REGISTER OF SUBSTANTIAL SHAREHOLDERS AS AT 5 MAY 2023)

	DIRECT INTEREST		INDIRECT INTEREST	
NAME	NO. OF SHARES	%^	NO. OF SHARES	%^
Lim Han Weng	43,611,477	1.50	668,454,203[1]	23.00
Bah Kim Lian	9,832,000	0.34	630,089,380[2]	21.68
Employees Provident Fund Board	485,167,956	16.69	-	-
Yinson Legacy Sdn Bhd	572,905,063	19.71	-	-
Kumpulan Wang Persaraan (Diperbadankan)	104,415,400	3.59	86,109,840[3]	2.96

Notes:
[1] *Deemed interested by virtue of his spouse and children's direct shareholdings in the Company pursuant to Section 59(11)(c) of the Companies Act 2016 ("Act") and Liannex Corporation (S) Pte Ltd ("Liannex") and Yinson Legacy Sdn Bhd's ("YLSB") direct shareholdings in the Company pursuant to Section 8(4) of the Act.*
[2] *Deemed interested by virtue of her spouse and children's direct shareholdings in the Company pursuant to Section 59(11)(c) of the Act and YLSB's direct shareholdings in the Company pursuant to Section 8(4) of the Act.*
[3] *Deemed interested in the shares held by Fund Manager of Kumpulan Wang Persaraan (Diperbadankan) pursuant to Section 8 of the Act.*
^ *Excluding 157,332,500 treasury shares.*

Lim Han Weng and Bah Kim Lian by virtue of their interests in the shares of the Company are also deemed interested in shares of all the Company's subsidiaries to the extent that the Company has an interest.

ANALYSIS OF SHAREHOLDINGS

As at 5 May 2023

DIRECTORS SHAREHOLDINGS
(AS PER REGISTER OF DIRECTORS' SHAREHOLDINGS AS AT 5 MAY 2023)

	DIRECT INTEREST				INDIRECT INTEREST			
NAME	NO. OF SHARES	%^	NO. OF OPTIONS	%*	NO. OF SHARES	%^	NO. OF OPTIONS	%*
Lim Han Weng	43,611,477	1.50	4,662,150	10.25	668,454,203[1]	23.00	-	-
Bah Kim Lian	9,832,000	0.34	-	-	630,089,380[2]	21.68	4,662,150[2]	10.25
Lim Han Joeh	136,911,532	4.71	-	-	-	-	-	-
Lim Chern Yuan	4,970,960	0.17	-	-	-	-	-	-

Notes:

[1] *Deemed interested by virtue of his spouse and children's direct shareholdings in the Company pursuant to Section 59(11)(c) of the Act and Liannex and YLSB's direct shareholdings in the Company pursuant to Section 8(4) of the Act.*

[2] *Deemed interested by virtue of her spouse and/or children's direct shareholdings/options in the Company pursuant to Section 59(11)(c) of the Act and YLSB's direct shareholdings in the Company pursuant to Section 8(4) of the Act.*

^ *Excluding 157,332,500 treasury shares.*

* *The Company had offered total of 45,494,654 options under the Employees' Share Scheme as at 5 May 2023.*

30 LARGEST SHAREHOLDERS
(ACCORDING TO THE RECORD OF DEPOSITORS AS AT 5 MAY 2023)

	NAME	NO. OF SHARES	%^
1	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	279,542,936	9.62
2	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR YINSON LEGACY SDN BHD	143,000,000	4.92
3	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD	137,784,300	4.74
4	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	103,937,200	3.58
5	UOB KAY HIAN NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	89,801,363	3.09
6	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YINSON LEGACY SDN BHD	83,776,600	2.88
7	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YINSON LEGACY SDN BHD	76,300,000	2.63
8	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR TRINITY VIEW SDN BHD (PB)	74,760,000	2.57
9	AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YINSON LEGACY SDN BHD	67,700,000	2.33
10	PERMODALAN NASIONAL BERHAD INVESTMENT PROCESSING DEPT	60,615,400	2.09
11	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR BANK OF SINGAPORE LIMITED (LOCAL)	59,248,000	2.04

ANALYSIS OF SHAREHOLDINGS

As at 5 May 2023

	NAME	NO. OF SHARES	%^
12	HSBC NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR BNP PARIBAS SINGAPORE BRANCH (LOCAL)	56,617,800	1.95
13	AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM HAN JOEH	55,303,852	1.90
14	CGS-CIMB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM HAN JOEH (MY2811)	54,991,200	1.89
15	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ABERDEEN)	46,468,700	1.60
16	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR YINSON LEGACY SDN BHD (PB)	45,000,000	1.55
17	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (NOMURA)	43,254,900	1.49
18	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YINSON LEGACY SDN BHD (7003754)	40,000,000	1.38
19	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK PRIVATE WEALTH MANAGEMENT FOR TRINITY VIEW SDN BHD (PW-M00467) (412001)	39,258,240	1.35
20	DB (MALAYSIA) NOMINEE (ASING) SDN BHD DEUTSCHE BANK AG SINGAPORE FOR LIANNEX CORPORATION (S) PTE LTD (MAYBANK SG)	38,467,300	1.32
21	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (AHAM AM)	37,949,680	1.31
22	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (CIMB PRIN)	36,632,000	1.26
23	UOB KAY HIAN NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YINSON LEGACY SDN BHD	36,576,100	1.26
24	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (ABERDEEN)	36,490,440	1.26
25	LIANNEX CORPORATION (S) PTE LTD	33,677,000	1.16
26	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (MEF)	31,701,100	1.09
27	HSBC NOMINEES (ASING) SDN BHD SOCIETE GENERALE PARIS	29,483,600	1.01
28	HLIB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YINSON LEGACY SDN BHD	28,000,000	0.96
29	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	24,000,504	0.83
30	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	23,213,140	0.80
	TOTAL	**1,913,551,355**	**65.84**

Note:

^ *Excluding 157,332,500 treasury shares.*

ANALYSIS OF WARRANT HOLDINGS

As at 5 May 2023

No. of Warrants issued : 361,802,016
Voting Rights : No voting rights
Exercise price of Warrants : RM2.29 each
Expiry date of Warrants : 21 June 2025

ANALYSIS OF WARRANT HOLDINGS (ACCORDING TO THE RECORD OF DEPOSITORS AS AT 5 MAY 2023)

RANGE	NO. OF WARRANT HOLDERS	% OF WARRANT HOLDERS	NO. OF WARRANTS	% OF WARRANTS
Less than 100	236	10.72	10,711	0.00
100 to 1,000	645	29.29	289,893	0.08
1,001 to 10,000	660	29.97	2,562,245	0.71
10,001 to 100,000	428	19.44	16,582,296	4.58
100,001 to 18,090,099*	230	10.45	266,950,252	73.78
18,090,100 and above**	3	0.14	75,406,619	20.84
TOTAL	**2,202**	**100.00**	**361,802,016**	**100.00**

Notes:
* *Less than 5% of issued warrants.*
** *5% and above of issued warrants.*

DIRECTORS' WARRANT HOLDINGS (AS PER REGISTER OF DIRECTORS' WARRANT HOLDINGS AS AT 5 MAY 2023)

NAME	DIRECT INTEREST NO. OF WARRANTS	DIRECT INTEREST %^	INDIRECT INTEREST NO. OF WARRANTS	INDIRECT INTEREST %^
Lim Han Weng	13,371,491	3.70	86,047,233[1]	23.78
Bah Kim Lian	1,216,711	0.34	83,439,028[2]	23.06
Lim Han Joeh	16,764,676	4.63	-	-
Lim Chern Yuan	324,710	0.09	-	-

Notes:
[1] *Deemed interested by virtue of his spouse and children's direct warrant holdings in the Company pursuant to Section 59(11)(c) of the Act and Liannex and YLSB's direct warrant holdings in the Company pursuant to Section 8(4) of the Act.*
[2] *Deemed interested by virtue of her spouse and children's direct warrant holdings in the Company pursuant to Section 59(11)(c) of the Act and YLSB's direct warrant holdings in the Company pursuant to Section 8(4) of the Act.*
^ *No. of Warrants issued.*

ANALYSIS OF WARRANT HOLDINGS

As at 5 May 2023

30 LARGEST WARRANT HOLDERS (ACCORDING TO THE RECORD OF DEPOSITORS AS AT 5 MAY 2023)

	NAME	NO. OF WARRANTS	%^
1	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YINSON LEGACY SDN BHD	29,605,714	8.18
2	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	26,229,127	7.25
3	UOB KAY HIAN NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	19,571,778	5.41
4	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR YINSON LEGACY SDN BHD	10,171,071	2.81
5	LIANNEX CORPORATION (S) PTE LTD	10,002,714	2.76
6	PERMODALAN NASIONAL BERHAD INVESTMENT PROCESSING DEPT	10,000,000	2.76
7	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR TRINITY VIEW SDN BHD (PB)	9,154,285	2.53
8	CGS-CIMB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE YOKE FOONG (MY2246)	9,089,800	2.51
9	LIM HAN WENG	8,394,828	2.32
10	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YEOH POH CHOO	8,350,000	2.31
11	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (CIMB PRIN)	7,829,228	2.16
12	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR YINSON LEGACY SDN BHD (PB)	7,342,028	2.03
13	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR BANK OF SINGAPORE LIMITED (LOCAL)	7,264,457	2.01
14	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM HAN JOEH	6,771,900	1.87
15	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD.	6,618,924	1.83
16	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM HAN JOEH (8085254)	6,341,348	1.75
17	HSBC NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR BNP PARIBAS SINGAPORE BRANCH (LOCAL)	6,103,985	1.69
18	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ABERDEEN)	5,751,214	1.59
19	BEH ENG PAR	5,084,300	1.41

ANALYSIS OF WARRANT HOLDINGS

As at 5 May 2023

	NAME	NO. OF WARRANTS	%^
20	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK PRIVATE WEALTH MANAGEMENT FOR TRINITY VIEW SDN BHD (PW-M00467) (412001)	4,807,131	1.33
21	DB (MALAYSIA) NOMINEE (ASING) SDN BHD DEUTSCHE BANK AG SINGAPORE FOR LIANNEX CORPORATION (S) PTE LTD (MAYBANK SG)	4,760,271	1.32
22	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (MEF)	4,482,685	1.24
23	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (ABERDEEN)	4,468,217	1.23
24	CGS-CIMB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM HAN JOEH (MY2811)	3,428,571	0.95
25	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YINSON LEGACY SDN BHD	3,418,542	0.94
26	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR PRINCIPAL SMALL CAP OPPORTUNITIES FUND (240218)	3,317,600	0.92
27	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM KOOI ENG (8112574)	3,222,857	0.89
28	PARMJIT SINGH A/L MEVA SINGH	3,092,000	0.85
29	KENANGA NOMINEES (TEMPATAN) SDN BHD RAKUTEN TRADE SDN BHD FOR WONG AH KUM	3,040,600	0.84
30	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR PARMJIT SINGH A/L MEVA SINGH	2,831,185	0.78
	TOTAL	**240,546,360**	**66.49**

Note:

^ *No. of Warrants issued.*

LIST OF PROPERTIES

Details of all the properties owned by the Group and the Company as at 31 January 2023 are set out as follows:-

Location	Description of Existing Use	Tenure (expiry date/year)	Age of Building (years)	Land Area (sq m)/ Gross Built up Area (sq m)	Fair Value/ Net Book Value (RM million)	Last Date of Revaluation (R)/ Acquisition (A)	Owner
Unit A1-27-2 Residensi St Mary No. 1, Jalan Tengah, 50250 Kuala Lumpur	Service residence	Freehold land	11	370	3	R: 31.1.2023	Yinson Mawar Sdn Bhd
Unit A1-27-3 Residensi St Mary No. 1, Jalan Tengah, 50250 Kuala Lumpur	Service residence	Freehold land	11	340	2	R: 31.1.2023	Yinson Mawar Sdn Bhd
Unit C1-27-1 Residensi St Mary No. 1, Jalan Tengah, 50250 Kuala Lumpur	Service residence	Freehold land	11	555	4	R: 31.1.2023	Yinson Mawar Sdn Bhd
Unit C1-27-2 Residensi St Mary No. 1, Jalan Tengah, 50250 Kuala Lumpur	Service residence	Freehold land	11	340	2	R: 31.1.2023	Yinson Mawar Sdn Bhd
Unit C2-27-1 Residensi St Mary No. 1, Jalan Tengah, 50250 Kuala Lumpur	Service residence	Freehold land	11	340	2	R: 31.1.2023	Yinson Mawar Sdn Bhd
Unit C2-27-2 Residensi St Mary No. 1, Jalan Tengah, 50250 Kuala Lumpur	Service residence	Freehold land	11	340	2	R: 31.1.2023	Yinson Mawar Sdn Bhd

PERFORMANCE DATA

ECONOMIC PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
Economic value generated					
Revenues from sale of goods and rendering of services	RM million	**6,324**	3,607	4,849	201-1
Net sales plus revenues from financial investments and sales of assets[1]	RM million	**6,388**	3,632	4,868	
Economic value distributed					
Employee wages and benefits	RM million	**230**	198[5]	99	
Operating cost[2]	RM million	**4,743**	2,413[5]	3,880	
Payments to government[3]: Gross taxes	RM million	**158**	103	74	
Payments to providers of capital[4]: Dividend and interest payments	RM million	**734**	514	487	
Community contribution	RM million	**1.89**	1.70	1.89	
Economic value retained	RM million	**529**	402	326	
Local suppliers spending					
FPSO John Agyekum Kufuor, Ghana	%	**69.3**	54.1	51.0	204-1
FPSO Abigail-Joseph, Nigeria	%	**50.6**	37.1	62.0	
FPSO Adoon, Nigeria	%	**67.0**	64.0		
FPSO Helang, Malaysia	%	**85.0**	91.6	71.0	

Notes:

(1) Net sales plus revenues from financial investments and sales of assets include interest income, investment income and gain on disposal of vessel (per Note 8 to the Financial Statements).

(2) Operating cost includes the cost of sale of goods and rendering of services, selling and distribution expenses, and administrative expenses.

(3) All of the organisation's current taxes only (per Note 13 to the Financial Statements).

(4) Dividend and interest payments include dividends to Yinson Holding Berhad's shareholders, non-controlling interests and finance costs in relation to the Group's loans and borrowings and lease liabilities.

(5) Amendment made to amount due to change in classification of training & education expenses and payroll for project personnel.

ENVIRONMENTAL PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
GHG Emissions and Air Discharge					
GHG emissions intensity					
Total GHG emissions	tonnes CO_2e	**1,774,242.0**	1,324,744.4	803,505.3	305-4
GHG emissions intensity (per Yinson Revenue)	tonnes CO_2e/ RM million	**280.6**	367.3	165.7	
GHG emissions intensity (per Yinson Generation) [1]	kg CO_2e/MWh	**495.3***	489.3	300.0	
GHG emissions intensity (per Yinson Production) [2]	kg CO_2e/BOE	**30.0***	23.0	16.3	
Direct (Scope 1) GHG emissions					
Total Scope 1 emissions [3]	tonnes CO_2e	**44,116.1***	38,122.7	45,868.2	305-1
Carbon Dioxide (CO_2)	tonnes CO_2e	43,259.8	37,381.5	44,976.6	
Methane (CH_4)	tonnes CO_2e	68.1	59.9	71.9	
Nitrous Oxide (N_2O)	tonnes CO_2e	788.1	681.3	819.7	
Energy indirect (Scope 2) GHG emissions					
Total Scope 2 emissions[4]	tonnes CO_2e	**444.7***	275.4	273.1	305-2
Purchased electricity	tonnes CO_2e	444.7	275.4	273.1	

PERFORMANCE DATA

ENVIRONMENTAL PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
GHG Emissions and Air Discharge					
Other indirect (Scope 3) GHG emissions					
Total Scope 3 emissions	tonnes CO_2e	**1,729,681.2**	1,286,346.3	757,364.0	305-3
Category 6: Business Travels	tonnes CO_2e	3,339.7	363.0	1,137.3	
Category 7: Employee Commuting	tonnes CO_2e	635.0	NA	NA	
Category 13: Downstream Leased Assets	tonnes CO_2e	1,725,706.5*	1,285,983.3*	756,226.7*	
Non-GHG emissions and discharges (FPSOs)					
Carbon Monoxide (CO) emissions	tonnes	**2,354.9**	1,667.1	656.8	305-7
Nitrogen Oxide (NOx) emissions	tonnes	**1,398.9**	955.0	891.6	
SO_2 emissions	tonnes	**9.9**	8.9	17.9	
Non-methane volatile organic compound (nmVOCs) emissions	tonnes	**572.7**	417.8	91.7	
Flared & vented hydrocarbon					
Flared hydrocarbon	MMscf	**12,506.7**	9,125.5	1,828.7	-
Vented hydrocarbon	MMscf	**147.6**	286.4	183.2	
Energy Consumption & Generation					
Energy intensity					
Total energy consumption	MWh	**3,427,693.4**	2,541,697.7	2,603,135.7	302-3
Total renewable energy generated (Net unit export as per Generating Meter Reading)	MWh	**307,547.5**	300,096.4	251,944.9	
Energy intensity (Revenue)	MWh/RM million	**542.0**	704.7	536.8	
Energy consumption					
Total non-renewable fuel consumption	MWh	**3,426,594.1**	2,541,089.9	2,602,618.0	302-1
Fuel oil	MWh	**166,578.3**	143,820.3	176,365.0	
Yinson Production	MWh	9,816.1	11,908.0	NA	
Regulus Offshore	MWh	156,762.2	131,912.3	176,365.0	
Fuel gas	MWh	**3,260,015.8**	2,397,269.6	2,426,253.0	
Yinson Production	MWh	3,260,015.8	2,397,269.6	2,426,253.0	
Total purchased electricity consumption	MWh	**1,099.3**	607.8	517.7	
Kuala Lumpur	MWh	137.2	106.9	185.3	
Miri	MWh	45.7	69.0	41.1	
Cyberjaya	MWh	11.6	N/A	N/A	
Singapore	MWh	148.7	120.2	138.8	
Oslo	MWh	393.1	79.1	59.5	
Accra & Takoradi	MWh	131.6	129.0	33.0	
Nigeria	MWh	86.6	38.3	11.1	
India (Delhi office and guest houses)	MWh	97.6	39.8	18.5	
Netherlands	MWh	15.0	14.7	30.4	
London	MWh	25.9	N/A	N/A	
Brazil	MWh	6.3	10.9	N/A	

PERFORMANCE DATA

ENVIRONMENTAL PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
Water and Effluents					
Water consumption					
Total fresh water consumption	Megalitres	**12.1**	10.9	5.9	303-5
Water discharge					
Total water discharged	Megalitres	**2,894.6**	2,494.7	7,153.2	303-4
Discharged produced water	Megalitres	641.3	493.5[5]	NA	
Slop water	Megalitres	2,253.3	2,001.1[5]	NA	
Quality of water discharge to surface water[6]					
Average oil in produced water content	ppm	**11.2**	≤30	≤30	-
Average oil in slop water content	ppm	**11.3**	≤15	≤15	
Uncontrolled releases/spills					
Hydrocarbon spills	Cases	**0**	1	0	-
Total volume of hydrocarbon spills	Litres	**0**	160.6	0	
Waste					
Waste generated					
Total waste generation	tonnes	**494.9**	617.0	588.0	306-3
Waste diverted from disposal					
Total waste reused, recycled or recovered	tonnes	**225.0**	154.2	130.6	306-4
Waste directed to disposal					
Total waste disposed	tonnes	**269.9**	462.8	457.4	306-5
Hazardous waste	tonnes	**131.5**	97.6	68.4	
Yinson Production	tonnes	66.5	97.6	68.4	
Regulus Offshore	tonnes	64.9	NA	NA	
Non-hazardous waste	tonnes	**138.4**	365.2	389.0	
Yinson Production	tonnes	130.2	298.7	333.1	
Regulus Offshore	tonnes	8.2	66.6	55.9	

Notes:

(1) *The intensity metric accounts for Scope 1, Scope 2 and Scope 3: Category 13 with the total electricity generation from YP and YR as the denominator.*

(2) *The intensity metric accounts for Scope 3: Category 13 with YP's offshore production value (BOE) as the denominator.*

(3) *Total direct GHG emissions include only emissions from OSV operations.*

(4) *Total indirect GHG emissions include emissions from purchased electricity from our offices.*

(5) *A data discrepancy in the FYE 2022 water discharge figures occurred due to an error in consolidation, which has been rectified. This error does not affect the total water discharged in FYE 2022.*

(6) *The metric considers YP-operated assets.*

* *Values are independently verified by an external party. Verification and assurance statements are available at https://www.yinson.com/our-climate-goals/*

PERFORMANCE DATA

COMPLIANCE PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
Anti-corruption					
Anti-bribery & anti-corruption (ABAC) policies & procedures communications					
Governance body members communicated with ABAC policies and procedures	Persons	**11**	11	10	
	% of governance body members	**100**	100	100	
Governance body members communicated with ABAC policies and procedures by region					
Asia	Persons	11	11	10	
	% of governance body members	100	100	100	
Employees communicated with ABAC policies and procedures[1]	Persons	**1,488**	963	433	
	% of employees	**100**	100	100	
Business partners communicated with ABAC policies and procedures	Entities	**943**	6	6	
	% of business partners	**100**	100	100	
Business partners communicated with ABAC policies and procedures by business partner type					
Contractors/suppliers/service providers	Entities	**929**	NA	NA	205-2
	% of business partners	98.5	NA	NA	
Joint ventures (including stakes above 10%)	Entities	14	6	6	
	% of business partners	1.5	100	100	
Business partners communicated with ABAC policies and procedures by region					
Asia	Entities	N/A	3	3	
	% of business partners	N/A	50.0	50.0	
Americas	Entities	N/A	1	1	
	% of business partners	N/A	16.7	16.7	
Africa	Entities	N/A	2	2	
	% of business partners	N/A	33.3	33.3	

PERFORMANCE DATA

COMPLIANCE PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
Anti-corruption					
Anti-bribery & anti-corruption (ABAC) training					
Governance body member training on ABAC	Persons	**11**	4	NA	
	% of governance body members	**100**	36.4	NA	
Governance body members training on ABAC by region					
Asia	Persons	11	3	NA	
	% of governance body members	100	27.3	NA	
Americas	Persons	0	1	NA	
	% of governance body members	0	9.1	NA	
Employees enrolled for ABAC training on LMS	Persons	**876**	502	433	205-2
Employees completed ABAC training on LMS	%	**65.0**	93.0	92.0	
Employees enrolled for ABAC training by employee category					
Senior executive	Persons	10	10	10	
Management	Persons	204	178	138	
Non-management	Persons	662	314	284	
Employees enrolled for ABAC training by region					
Asia	Persons	677	356	329	
Europe	Persons	149	78	64	
Americas	Persons	9	13	2	
Africa	Persons	41	55	38	
Anti-competitive Behavior					
Anti-competitive, antitrust and monopoly practices					
Number of legal actions pending or completed regarding anti-competitive behavior, antitrust and monopoly legislation violations	Cases	**0**	0	0	
Total amount of any fines or settlements related to antitrust/anti-competitive business practices (excluding legal fees)	RM	**0**	0	0	206-1
	% of total revenue	**0**	0	0	
Amount of contingent liabilities for ongoing antitrust/anti-competitive investigations	% of total revenue	**0**	0	0	

PERFORMANCE DATA

COMPLIANCE PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
Reporting on Code of Conduct Breaches					
Reports on code of conduct complaints	Cases	**2**	0	1	205-3 206-1 406-1
Corruption and bribery	Cases	1	0	0	
Conflict of interest	Cases	0	0	1	
Regulatory compliance	Cases	0	0	0	
Antitrust/anti-competitive	Cases	0	0	0	
Discrimination	Cases	1	0	0	
Privacy	Cases	0	0	0	
Ongoing investigations on code of conduct complaints	Cases	**0**	0	0	
Corruption and bribery	Cases	0	0	0	
Conflict of interest	Cases	0	0	0	
Regulatory compliance	Cases	0	0	0	
Antitrust/anti-competitive	Cases	0	0	0	
Discrimination	Cases	0	0	0	
Privacy	Cases	0	0	0	
Confirmed breaches on code of conduct	Cases	**0**	0	1	
Corruption and bribery	Cases	0	0	0	
Conflict of interest	Cases	0	0	1	
Regulatory compliance	Cases	0	0	0	
Antitrust/anti-competitive	Cases	0	0	0	
Discrimination	Cases	0	0	0	
Privacy	Cases	0	0	0	
Strategy, Policies and Practices					
Compliance with laws and regulations					
Instances of non-compliance which fines were incurred	Cases	**0**	0	0	2-27
Corruption and bribery	Cases	0	0	0	
Social and community	Cases	0	0	0	
Environment, occupational health & safety	Cases	0	0	0	
Human rights	Cases	0	0	0	
Instances of non-compliance which non-monetary sanctions were incurred	Cases	**0**	0	0	
Corruption and bribery	Cases	0	0	0	
Social and community	Cases	0	0	0	
Environment, occupational health & safety	Cases	0	0	0	
Human rights	Cases	0	0	0	

PERFORMANCE DATA

COMPLIANCE PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
Strategy, Policies and Practices					
Compliance with laws and regulations					
Total monetary value for non-compliance with laws and regulations	RM	**0**	0	0	2-27
Corruption and bribery	RM	0	0	0	
Social and community	RM	0	0	0	
Environment, occupational health & safety	RM	0	0	0	
Human rights	RM	0	0	0	

Notes:

(1) Total regular employees only (permanent + fixed term) communicated with ABAC policies and procedures.

PEOPLE PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023		FYE 2022		GRI CODE
		MALE	FEMALE	MALE	FEMALE	
Activities and Workers						
Total employee:	Persons	**1,792**		1,393		-
Permanent and Fixed Term Employment + Contingent Workers	Persons	**1,458**	**334**	1,161	232	
Total regular employee:	Persons	**1,488**		963		2-7
Permanent and Fixed Term Employment	Persons	**1,168**	**320**	752	211	
Regular employees by region						
Asia	Persons	878	232	566	167	
Europe	Persons	63	26	65	18	
Africa	Persons	130	24	118	20	
Americas	Persons	97	38	3	6	
Total regular employee by employment type[1]						
Full-time	Persons	1168	319	752	210	
Part-time[2]	Persons	0	1	0	1	
Contractor:	Persons	**304**		430		2-8
Contingent Workers	Persons	**290**	**14**	409	21	
Contractors by region						
Asia	Persons	157	8	210	14	
Europe	Persons	3	4	8	5	
Africa	Persons	129	0	179	0	
Americas	Persons	1	2	12	2	

PERFORMANCE DATA

PEOPLE PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023		FYE 2022		GRI CODE
		MALE	FEMALE	MALE	FEMALE	
Activities and Workers						
Total regular employees by age group						
<30 years	% of total regular employees	**13.2**		13.5		405-1
	Persons	138	58	89	41	
30 - 50 years	% of total regular employees	**71.2**		68.5		
	Persons	830	230	515	145	
>50 years	% of total regular employees	**15.6**		18.0		
	Persons	200	32	148	25	
Total regular employee by nationality						
Brazilian	% of total regular employees	10.3		NA		405-1
British	% of total regular employees	1.1		NA		
Dutch	% of total regular employees	0.5		NA		
Ghanaian	% of total regular employees	9.2		NA		
Indian	% of total regular employees	10.8		NA		
Malaysian	% of total regular employees	30.2		NA		
Nigerian	% of total regular employees	0.9		NA		
Norwegian	% of total regular employees	4.2		NA		
Singaporean	% of total regular employees	11.0		NA		
Others	% of total regular employees	21.7		NA		
Employment						
New employee hires						
New employees	Persons	**561**		295		401-1
	Persons	**414**	**147**	230	65	
New hire rate	% of total regular employees	**37.7**		30.6		
New employees by region						
Asia	Persons	297	96	207	56	
Europe	Persons	8	11	9	2	
Americas	Persons	96	37	1	4	
Africa	Persons	13	3	13	3	

PERFORMANCE DATA

PEOPLE PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023		FYE 2022		GRI CODE
		MALE	FEMALE	MALE	FEMALE	
Employment						
New employee hires						
New employees hires by age group						
<30 years	Persons	64	34	NA	NA	
30 - 50 years	Persons	309	105	NA	NA	
>50 years	Persons	41	8	NA	NA	
Employee turnover						
Voluntary employee turnover	Persons	**109**		61		
	Persons	**75**	**34**	NA	NA	
Voluntary regular employee turnover rate	%	**8.89**		9.26		
Total regular employee turnover rate	%	13.95		NA		
Voluntary regular employee turnover rate by region						
Asia	Persons	59	26	54		
Europe	Persons	7	3	2		
Americas	Persons	2	3	0		
Africa	Persons	7	2	5		401-1
Voluntary regular employee turnover by age group						
<30 years	Persons	17	11	NA	NA	
	% of total regular employees	1.4	0.9	NA	NA	
30 - 50 years	Persons	50	21	NA	NA	
	% of total regular employees	4.1	1.7	NA	NA	
>50 years	Persons	8	2	NA	NA	
	% of total regular employees	0.7	0.2	NA	NA	
Average years employed by company						
Average years employed by the Company	Years	**3.5**	**2.5**	NA	NA	-
Parental leave						
Number of employees entitled to parental leave	Persons	**1,488**		NA		
	Persons	1,168	320	NA	NA	401-3
Number of employees taking parental leave	Persons	**32**		NA		
	Persons	16	16	NA	NA	

PERFORMANCE DATA

PEOPLE PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023 MALE	FYE 2023 FEMALE	FYE 2022 MALE	FYE 2022 FEMALE	GRI CODE
Employment						
Parental leave						
Number of employees returning to work after parental leave	Persons	**32**		NA		401-3
Employee returning to work retention rate	% of total employees taking parental leave	**100**		NA		
Training and Education						
Average hours of training per year per employee	Hours	**153**		80		404-1
Total learning hours	Hours	226,987		55,100		
Employees receiving regular performance and career development reviews	%	**100**		100		404-3
Gender Diversity & Equal Remuneration						
Women in workforce	% of total regular employees	**21.5**		21.9		405-1
	Persons	**320**		211		
Women in senior management	% of total top management positions	**9.1**		9.1		
	Persons	1		1		
Women on board of directors/ supervisory board	% of total board of directors/ supervisory board	**36.4**		36.4		
	Persons	4		4		
Collective Bargaining Agreement						
Percentage of total employees covered by an independent trade union or collective bargaining agreements[3]	%	**12.9**		5.6[4]		2-30
Employee Engagement						
Employee engagement result	%	N/A[5]		64		-
Employee responded to survey	%	N/A[5]		91		

Notes:

(1) *Data presented for this category is defined as full-time equivalent (FTE).*

(2) *Part-time employees are defined as those whose full-time equivalent (FTE) is less than 1.*

(3) *Percentage of total regular employees covered by an independent trade union or collective bargaining agreements refers to percentage of total employees being covered under such considerations within the organisation.*

(4) *In FYE 2022, Yinson reported that 54% of total employees are covered by an independent trade union or collective bargaining agreement. During a subsequent internal data review, the figure was adjusted to 5.6%. This adjustment aimed to provide a more accurate reflection of unionization across the entire organisation rather than focusing on a specific region.*

(5) *A variety of focus group engagements with the Senior Management were held throughout FYE 2023 to discuss the outcomes and areas of improvement of the engagement survey, culminating in the strategy to move away from once-a-year employee engagement surveys to a more agile, real-time temperature check across the business. To achieve this, Yinson is implementing an easy-to-use, data-driven online pulse and temperature check tool by the end of 2023.*

Refer to Human Capital Development, page 101 for more information.

PERFORMANCE DATA

OCCUPATIONAL HEALTH AND SAFETY PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
Occupational Health and Safety					
OHS Management System coverage and audits					
Workers covered by an OHS management system (coverage)	%	**100**	100	100	403-8
Employees	Persons	**1,352**	1,105	1,047	
Contractors	Persons	**4,494**	NA	NA	
OHS management system internal audits (coverage)	%	**100**	100	100	
Number of internal audits[1]	Number	**22**	NA	NA	
OHS management system external audits and HSE certifications[2] (coverage)	%	**100**	100	100	
Number of external audits[3]	Number	**19**	NA	NA	
Work-related injuries					
Number of hours worked	Hours	**14,196,610**	NA	NA	403-9
Total fatalities as a result of work-related injury	Number	**0**	0	0	
Rate of fatalities as a result of work-related injury	Number/million manhours	**0**	0	0	
Total Lost Time Injury (LTI)	Number	**0**	0	0	
Lost Time Injury Frequency (LTIF)	Number/million manhours	**0**	0	0	
Total Recordable Injuries (TRI)	Number	**2**	3	2	
Total Recordable Injuries Frequency (TRIF)	Number/million manhours	**0.14**	0.21	0.44	
Work-related ill health					
Total fatalities as a result of work-related ill health	Number	**0**	0	0	403-10
Total recordable work-related ill health cases	Number	**0**	0	0	
Emergency Response Programmes (ERP)					
Emergency training programmes for employees or communities, including regular testing of the emergency response plans	Number of programmes	**10**	NA	NA	-

Notes:

(1) *Internal audits cover audits Yinson Production's onshore and offshore assets, internal projects audits and supplier audits. Audits are conducted against ISO 9001, ISO 14001 and ISO 45001 standards and International Safety Management (ISM) Code.*

(2) *This percentage covers all Yinson's operating offshore assets, excluding joint venture assets. The certifications include ISO 9001, ISO 14001 and ISO 45001 standards and International Safety Management (ISM) Code.*

(3) *External audits cover audits on Yinson Production's onshore and offshore assets, internal projects audits and supplier audits. Audits are conducted against ISO 9001, ISO 14001 and ISO 45001 standards and International Safety Management (ISM) Code.*

PERFORMANCE DATA

CORPORATE SOCIAL RESPONSIBILITY

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
Corporate Social Responsibility Contribution					
Total contribution	RM million	**1.89**	1.70	1.85	201-1
Charitable donations[1]	RM million	**1.11**	0.87	1.41	
	% of total costs	58.6	51.0	76.1	
Community investments[2]	RM million	**0.12**	0.83	0.44	
	% of total costs	6.3	49.0	23.9	
Cash contributions[3]	RM million	**0.66**	0	0	-
	% of total costs	34.7	0	0	
In-kind giving: product or services donations, projects/partnerships or similar	RM	**7,029.00**	0	0	
	% of total costs	0.4	0	0	
Employee volunteering time during paid working hours	Hours	**120**	NA	NA	
Local Communities					
Percentage of operations with implemented local community engagement, impact assessments, and/or development programs	%	**35.0**	40.0	33.3	413-1
Operations with significant actual and potential negative impacts on local communities	%	**0**	0	0	413-2

Notes:

(1) *Charitable donations refer to one-off or occasional support to good causes in response to the needs and appeals of charitable and community organisations, requests from employees, or in reaction to external events such as emergency relief situations.*

(2) *Community investments refers to long-term strategic involvement in, and partnership with, community organisations to address a limited range of social issues chosen by the Company to protect its long-term corporate interests and enhance its reputation.*

(3) *Cash contributions refer to the monetary amount paid by the Company in support of community projects. This can include direct cash contributions and payments for materials and services.*

SUPPLY CHAIN PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
Procurement Practices					
Proportion of spending on local suppliers by asset and country					
FPSO John Agyekum Kufuor, Ghana	%	**69.3**	54.1	51.0	204-1
FPSO Abigail-Joseph, Nigeria	%	**50.6**	37.1	62.0	
FPSO Adoon, Nigeria	%	**67.0**	64.0		
FPSO Helang, Malaysia	%	**85.0**	91.6	71.0	
Proportion of local suppliers by asset and country					
FPSO John Agyekum Kufuor, Ghana	%	**86.6**	84.3	52.0	-
FPSO Abigail-Joseph, Nigeria	%	**59.4**	40.8	37.0	
FPSO Adoon, Nigeria	%	**73.0**	65.0		
FPSO Helang, Malaysia	%	**90.1**	87.6	54.0	

PERFORMANCE DATA

SUPPLY CHAIN PERFORMANCE

PERFORMANCE INDICATOR	UNIT	FYE 2023	FYE 2022	FYE 2021	GRI CODE
Supplier Environmental Assessment					
Percentage of new suppliers screened using environmental criteria	%	**100**	100	100	308-1
Number of suppliers assessed on environmental impacts	Number	**386**	193	178	308-2
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0	
Significant actual and potential negative environmental impacts identified in the supply chain	Number	0	0	0	
Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment	%	0	0	0	
Supplier Social Assessment					
Percentage of of new suppliers screened using social criteria	%	**100**	100	100	414-1
Number of suppliers assessed for social impacts	Number	**386**	193	178	414-2
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0	
Significant actual and potential negative social impacts identified in the supply chain	Number	0	0	0	
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment	%	0	0	0	

EXTERNAL ASSURANCE REPORT

SIRIM QAS INTERNATIONAL SDN BHD INDEPENDENT ASSURANCE STATEMENT

To Board of Directors, Stakeholders, and Interested Parties,

SIRIM QAS International Sdn. Bhd. was engaged by Yinson Holdings Berhad (hereafter referred to as Yinson) to perform an independent verification and provide assurance of Yinson Sustainability Review 2023. The main objective of the verification process is to provide assurance to Yinson and its stakeholders on the accuracy and reliability of the information as presented in this report. The verification by SIRIM QAS International applied to all sustainability performance information (subject matter) within the assurance scope which is included in Yinson Sustainability Review 2023.

The management of Yinson was responsible for the preparation of the Sustainability Review. The objectivity and impartiality of this report is assured as no member of the verification team and no other employee of SIRIM QAS International was involved in the preparation of any part of Yinson Sustainability Review and the Integrated Annual Report 2023.

The assurance engagement was designed to provide limited assurance in reference to International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, and BURSA Sustainability Reporting Guide, irrespective of the organization's ability to achieve its objectives, targets or expectations on their subject matter and sustainability-related issues. The assurance activity evaluates the adequacy of Yinson Sustainability Review (limited to content provided in page no. 93-124 of the Annual Report 2023) and its overall presentation against respective framework such as UN-SDGs and other relevant frameworks. The assurance process involves verification of applicable subject matter. Details provided in Appendix 1 of this statement.

The verification was carried out by SIRIM QAS International in May 2023, with the following methodologies:

- Reviewing and verifying the traceability, transparency and accuracy of information collected from various sources; internal and external documentation which are made available during the conduct of assessment.
- Verification of data consistency as presented in the Sustainability Review includes a detailed assessment of the sampled data.
- Interviewing key personnel responsible for collating information and writing various parts of the statement to substantiate the veracity of the claims.

Enhancements in FYE 2023

This year, Yinson has decided to embark on an external assurance process for their Sustainability Review (limited to content provided in page no. 93-124 of the Annual Report 2023), that addresses material issues related to Environment, Social and Governance. The sustainability matters were presented in three main sections: Environmental Conservation & Protection, Championing Human Rights & Human Capital Development, and Embracing Good Corporate Governance. Detailed topics were as provided in Appendix 1 of this assurance statement.

EXTERNAL ASSURANCE REPORT

The verification process was subjected to the following limitations:

- The scope of work did not involve verification of other information reported in Yinson's Integrated Annual Report 2023.
- The information shared under subject matter, "Climate Change & Greenhouse Gas Emissions" was not reviewed, as this portion has been verified by other appointed third-party.
- The corporate office at Menara South Point, Mid Valley City was visited as part of this assurance engagement. The verification process did not include physical inspections of any of Yinson's operations and assets; and,
- The verification team did not verify any contractor or third-party data.

Conclusion

SIRIM QAS International, a Conformity Assessment Body in Malaysia, is accredited to both ISO 17021-1:2015 and ISO 17065:2012 covering all our operational activities. The appointed assessors performing the assurance engagement were selected appropriately based on our internal qualifications, training and experience. The verification process is reviewed by management to ensure that the approach and assurance are strictly followed and operated transparently. During the verification process, issues were raised, and clarifications were sought from the management of Yinson relating to the accuracy of some of the information contained in the statement. In response to the raised findings, the Sustainability Review was subsequently reviewed and revised by Yinson. It is confirmed that changes that have been incorporated into the final version of the report have satisfactorily addressed all issues. Based on the scope of the assessment process and evidence obtained, the following represents SIRIM QAS International's opinion:

- The level of data accuracy included in Yinson Sustainability Review 2023 is fairly stated;
- The level of disclosure of the specific sustainability performance information presented in the report was found to be properly prepared;
- The personnel responsible were able to demonstrate the origin(s) and interpretation of data contained in the statement;
- The Sustainability Review provides a reasonable and balanced presentation of the sustainability performance of Yinson Holdings Berhad.

List of Assessors.

1)	Ms. Aernida Abdul Kadir	:	Team Leader
2)	Ms. Kamini Sooriamoorthy	:	Team Member
3)	Ms. Farhanah Ahmad Shah	:	Team Member
4)	Ms. Suzalina Kamaralarifin	:	Team Member

Statement Prepared by:

AERNIDA BINTI ABDUL KADIR

Team Leader
Management System Certification Department
SIRIM QAS International Sdn. Bhd.

Date: 16 May 2023

Statement Approved by:

MOHD HAMIM BIN IMAM MUSTAIN

Senior General Manager
Management System Certification Department
SIRIM QAS International Sdn. Bhd

Date: 19 May 2023

Note 1:
This Independent Assurance Statement has been issued based on the content verified prior to the approval date. SIRIM QAS International Sdn Bhd shall not be responsible for any changes or additions made after the referred date (19 May 2023).

EXTERNAL ASSURANCE REPORT

Appendix 1 The topic of subject matter and information covered in this assessment is tabulated below (limited to the content from page no. 93 – 124 of the Annual Report 2023):	**CLASSIFICATION OF DATA**			
	HIGH	**MEDIUM**	**LOW**	**UN SUBSTANTIATED**
Environmental Conservation & Protection				
Climate Change & Greenhouse Gas Emissions	Not reviewed as it has been verified by other certification body. Refer to Statement no. 2023-9405, dated 15th May 2023.			
Waste and Pollution Management				
Environmental Stewardship				
Championing Human Rights & Human Capital Development				
Occupational Health & Safety				
Human and Labour Rights				
Client Relationships				
Community Engagement				
Embracing Good Corporate Governance				
Business Management & Profitability				
Business Model Innovation				
Good Corporate Governance				
- Personal Data Protection				
Sustainable Supply Chain Management				
Cybersecurity				
Digitalisation				

Note 1:
This Independent Assurance Statement has been issued based on the content verified prior to the approval date. SIRIM QAS International Sdn Bhd shall not be responsible for any changes or additions made after the referred date (19 May 2023).
Note 2:
The assurance involves activity aims to obtain sufficient appropriate evidence to express a conclusion designed to enhance the degree of confidence of the intended users other than the responsible party, about the subject matter information. It comprises of activities carried out to assess the quality and credibility of the qualitative and quantitative information reported by the organization. This assurance is different from activities used to assess or validate the organization's performance, such as compliance assessments or the issuing of certifications against specific standards.
Note 3:
Definition of HIGH, MEDIUM, LOW and UNSUBSTANTIATED Classification of Data in this Appendix 1.
HIGH – Data and information reviewed has been confirmed with the direct owners. The source of the data origin was provided during the conduct of the assessment.
MEDIUM – Data and information has been confirmed with the direct owners. However, the source of the data origin has been based on secondary data which is not accessible by the verifiers during the conduct of the assessment.
LOW – Data and information reviewed has been based on information endorsed by the data owners. Verifiers did not have access to the source of the data origin. It has been identified as one of the limitations during the conduct of the assessment.
UNSUBSTANTIATED – Data and information was not made available during the assessment review period due to reasons like confidentiality, unattainable data source and unavailable data owner. It has been identified as one of the limitations during the conduct of the assessment.

GRI CONTENT INDEX

GENERAL STANDARD DISCLOSURES (CORE)

DISCLOSURE		REFERENCE	GRI SECTOR STANDARD REF. NO.
General Disclosures			
The organisation and its reporting practices			
2-1	Organizational details	page A2 - 1	
2-2	Entities included in the organization's sustainability reporting	page A2 - 1 page 76 - 92	
2-3	Reporting period, frequency and contact point	page A2 - 1	
2-4	Restatements of information	page 247, 335 FYE 2022 Scope 3, Category 13: Downstream Leased Assets have been independently verified to be 1,285,983.29 tonnes CO_2e. The difference is calculated to be 0.004%. There is no material impact on the total GHG emissions and GHG emission intensity as disclosed in FYE 2022.	
2-5	External assurance	page 347 - 349 Website: Sustainability, Our Climate Goals	
Activities and workers			
2-6	Activities, value chain and other business relationships	page 15 - 26 page 68 - 71	
2-7	Employees	page 70 page 340	
2-8	Workers who are not employees	page 340	
Governance			
2-9	Governance structure and composition	page 126 - 131 page 132 - 137	
2-10	Nomination and selection of the highest governance body	page 138 - 151	
2-11	Chair of the highest governance body	page 126 - 131 page 132 - 137	
2-12	Role of the highest governance body in overseeing the management of impacts	page 138 - 151	
2-13	Delegation of responsibility for managing impacts	page 23 - 26	
2-14	Role of the highest governance body in sustainability reporting	page 23 - 26	
2-15	Conflicts of interest	page 126 - 131 page 132 - 137 page 138 - 151	
2-16	Communication of critical concerns	page 138 - 151	
2-17	Collective knowledge of the highest governance body	page 126 - 131 page 132 - 137	
2-18	Evaluation of the performance of the highest governance body	page 139 - 145	
2-19	Remuneration policies	page 139 - 145	

GRI CONTENT INDEX

GENERAL STANDARD DISCLOSURES (CORE)

DISCLOSURE		REFERENCE	GRI SECTOR STANDARD REF. NO.
General Disclosures			
Governance			
2-20	Process to determine remuneration	page 139 - 145	
2-21	Annual total compensation ratio	Information incomplete. Data collection and consolidation is in progress. Steps are being taken to include the information in the next Report.	
Strategy, policies and practices			
2-22	Statement on sustainable development strategy	page 23 - 26	
2-23	Policy commitments	page 23 - 26 Website: Governance, Policies	
2-24	Embedding policy commitments	page 23 - 26 Website: Governance, Policies	
2-25	Processes to remediate negative impacts	page 154 - 161	
2-26	Mechanisms for seeking advice and raising concerns	page 117 page 160 - 161 Website: Governance, Policies	
2-27	Compliance with laws and regulations	page 337 - 340	
2-28	Membership associations	page 22	
Stakeholder engagement			
2-29	Approach to stakeholder engagement	page 147 - 151	
2-30	Collective bargaining agreements	page 343	
Material Topics			
3-1	Process to determine material topics	page 59 - 60	
3-2	List of material topics	page 59 - 60	
Governance & Economic Dimension			
Business management & profitability			
3-3	Management of material topics	page 42 - 54 page 113 - 114	
201-1	Direct economic value generated and distributed	page 334	11.14.2
201-2	Financial implications and other risks and opportunities due to climate change	page 94 - 96 page 113 - 114	11.2.2
Business modal innovation			
3-3	Management of material topics	page 115 - 116	
Good corporate governance			
3-3	Management of material topics	page 117 - 119	11.19.1, 11.20.1, 11.21.1
205-1	Operations assessed for risks related to corruption	page 117 - 119 The Corporate Compliance team also conducts reviews, in the form of ABMS-related internal audits and Bribery Risk Reviews on Offshore Production projects to provide assurances to the Group's stakeholders which is in line to adhere to the ISO 37001 ABMS requirements.	11.20.2

GRI CONTENT INDEX

GENERAL STANDARD DISCLOSURES (CORE)

DISCLOSURE		REFERENCE	GRI SECTOR STANDARD REF. NO.
Governance & Economic Dimension			
Good corporate governance			
205-2	Communication and training about anti-corruption policies and procedures	page 337 - 340	11.20.3
205-3	Confirmed incidents of corruption and actions taken	page 337 - 340	11.20.4
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	page 337 - 340	11.19.2
Sustainable supply chain management			
3-3	Management of material topics	page 120 - 121	
204-1	Proportion of spending on local suppliers	page 120 - 121 page 344	11.14.6
308-1	New suppliers that were screened using environmental criteria	page 346	
308-2	Negative environmental impacts in the supply chain and actions taken	page 346	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	page 120 - 121 page 339	11.12.2
414-1	New suppliers that were screened using social criteria	page 339	11.10.8, 11.12.3
414-2	Negative social impacts in the supply chain and actions taken	page 339	11.10.9
Cybersecurity			
3-3	Management of material topics	page 122	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	page 337 - 340	
Digitalisation			
3-3	Management of material topics	page 123 - 124	
Environment Dimension			
Climate change & GHG emissions			
3-3	Management of material topics	page 94 - 96	11.1.1, 11.2.1
305-1	Direct (Scope 1) GHG emissions	page 335 - 336	11.1.5
305-2	Energy indirect (Scope 2) GHG emissions	page 335 - 336	11.1.6
305-3	Other indirect (Scope 3) GHG emissions	page 335 - 336	11.1.7
305-4	GHG emissions intensity	page 335 - 336	11.1.8
305-5	Reduction of GHG emissions	page 335 - 336	11.2.3
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	page 335 - 336	11.3.2

GRI CONTENT INDEX

GENERAL STANDARD DISCLOSURES (CORE)

DISCLOSURE		REFERENCE	GRI SECTOR STANDARD REF. NO.
Environment Dimension			
Waste & pollution management			
3-3	Management of material topics	page 97 - 98	11.6.1, 11.8.1
303-1	Interactions with water as a shared resource	page 97 - 98	11.6.2
303-2	Management of water discharge-related impacts	page 97 - 98	11.6.3
303-3	Water withdrawal	page 335 - 336	11.6.4
303-4	Water discharge	page 335 - 336	11.6.5
303-5	Water consumption	page 335 - 336	11.6.6
306-1	Waste generation and significant waste-related impacts	page 97 - 98	11.5.2
306-2	Management of significant waste-related impacts	page 97 - 98	11.5.3
306-3	Waste generated	page 335 - 336	11.5.4
306-4	Waste diverted from disposal	page 335 - 336	11.5.5
306-5	Waste directed to disposal	page 335 - 336	11.5.6
Environment stewardship			
3-3	Management of material topics	page 99 - 100	11.1.1, 11.4.1, 11.8.1
302-1	Energy consumption within the organization	page 335 - 336	11.1.2
302-2	Energy consumption outside of the organization	page 335 - 336	11.1.3
302-3	Energy intensity	page 335 - 336	11.1.4
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	page 335 - 336	11.3.2
Social Dimension			
Human capital development			
3-3	Management of material topics	page 101 - 104	11.10.1
202-2	Proportion of senior management hired from the local community	page 126 - 131 page 132 - 137	11.11.2
401-1	New employee hires and employee turnover	page 342 - 345	11.10.2
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	page 101 - 104	11.10.3
401-3	Parental leave	page 342 - 345	11.10.4
404-1	Average hours of training per year per employee	page 340 - 343	11.10.6, 11.11.4
404-2	Programs for upgrading employee skills and transition assistance programs	page 101 - 104	11.10.7, 11.11.6
404-3	Percentage of employees receiving regular performance and career development reviews	page 340 - 343	
405-1	Diversity of governance bodies and employees	page 340 - 343	11.11.5

GRI CONTENT INDEX

GENERAL STANDARD DISCLOSURES (CORE)

DISCLOSURE		REFERENCE	GRI SECTOR STANDARD REF. NO.
Social Dimension			
Operational health & safety			
3-3	Management of material topics	page 105 - 107	11.8.1, 11.9.1
403-1	Occupational health and safety management system	page 105 - 107	11.9.2
403-2	Hazard identification, risk assessment, and incident investigation	page 105 - 107	11.9.3
403-3	Occupational health services	page 105 - 107	11.9.4
403-4	Worker participation, consultation, and communication on occupational health and safety	page 105 - 107	11.9.5
403-5	Worker training on occupational health and safety	page 105 - 107	11.9.6
403-6	Promotion of worker health	page 105 - 107	11.9.7
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	page 105 - 107	11.9.8
403-8	Workers covered by an occupational health and safety management system	page 344	11.9.9
403-9	Work-related injuries	page 344	11.9.10
403-10	Work-related ill health	page 344	11.9.11
Human & labour rights			
3-3	Management of material topics	page 108 - 109	11.12.1
402-1	Minimum notice periods regarding operational changes	page 108 - 109	11.7.2
406-1	Incidents of discrimination and corrective actions taken	page 339	11.11.7
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	page 108 - 109	11.13.2
408-1	Operations and suppliers at significant risk for incidents of child labor	page 339	11.12.1
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	page 120 - 121 page 339	11.12.2
Client relationship			
3-3	Management of material topics	page 110	
Community engagement			
3-3	Management of material topics	page 111 - 112	11.14.1, 11.15.1
203-1	Infrastructure investments and services supported	page 111 - 112 page 334 - 345	11.14.2
203-2	Significant indirect economic impacts	page 111 - 112 page 334, 345	11.14.4
413-1	Operations with local community engagement, impact assessments, and development programs	page 345	11.15.2
413-2	Operations with significant actual and potential negative impacts on local communities	page 345	11.15.2
Other Topics			
Other GRI 2021 Topic Standards were determined to be not material to Yinson, as per the materiality process outlined in Materiality Matters, pages 59 – 60.			
To prioritise the most material information for concise, relevant and clear reporting, the indicators which are not applicable from GRI 11 Oil & Gas Sector Standard have been excluded from the Report. These indicators include: 11.7.1, 11.7.3 - 6, 11.16.1 - 2, 11.17.1 - 4, 11.18.1 - 2.			

LIST OF ABBREVIATIONS

"ABAC"	Anti-Bribery and Anti-Corruption
"ABMS"	Anti-Bribery Management System
"AGM"	Annual General Meeting
"APA"	Agreement for Preliminary Activities
"Board"	Yinson's Board of Directors
"bp"	bp Exploration Angola
"BRMC"	Board Risk Management Committee
"BRSC"	Board Risk & Sustainability Committee
"Bursa Securities"	Bursa Malaysia Securities Berhad
"CCS"	Carbon Capture & Storage
"CCUS"	Carbon Capture, Utilisation & Storage
"CEO"	Chief Executive Officer
"CFO"	Chief Financial Officer
"COBE"	Code of Conduct & Business Ethics
"CSR"	Corporate Social Responsibility
"DAC"	Direct Air Capture
"DEI"	Diversity, Equality & Inclusion
"EBITDA"	Earnings Before Interest, Tax, Depreciation and Amortisation
"EEMS"	Environmental Emissions Monitoring System (UK)
"EPCIC"	Engineering, Procurement, Construction, Installation & Commissioning
"EPF"	Employees' Provident Fund of Malaysia
"ERM"	Enterprise Risk Management
"ESG"	Environmental, social and governance
"ETI"	Energy transition investment
"EV"	Electric vehicle
"EY"	Ernst & Young
"FEED"	Front-End Engineering Design
"FID"	Final investment decision
"FPSO"	Floating, Production, Storage and Offloading
"FPSO JAK"	FPSO John Agyekum Kufuor
"FYE"	Financial Year Ending. Yinson's FYE 2023 covers the period from 1 February 2022 to 31 January 2023
"GDPR"	General Data Protection Regulations
"GHG"	Greenhouse gas
"Global HRIS"	Global Human Resources Information System
"GRC"	Governance, Risk and Compliance
"GRI"	Global Reporting Initiative
"Group CIO"	Group Chief Information Officer
"Group CSO"	Group Chief Strategy Officer
"GSR"	Group Strategy Review
"HLR"	Human & Labour Rights
"HR"	Human Resources
"HSE"	Health, Safety and Environment
"HSEQ"	Health, Safety, Environment and Quality
"HSSEQ"	Health, Safety, Security, Environment and Quality
"ICE"	Internal combustion engine
"IFRS"	International Financing Reporting Standards
"IP"	Intellectual property
"IPIECA"	International Petroleum Industry Environmental Conservation Association
"IPP"	Independent Power Producer
"<IR> Framework"	International Integrated Reporting Framework (2021)
"ISM"	International Safety Management Code
"ISPS"	International Ship and Port Security Code
"IT"	Information Technology
"L&D"	Learning and development
"L.E.A.D."	Leadership Enhancement & Development
"L.E.A.P."	League of Extraordinary Apprentices Programme
"LMS"	Learning Management System
"LOA"	Limits of Authority
"LTA"	Singapore's Land Transport Authority
"LTIF"	Lost Time Injury Frequency
"MARPOL"	International Convention for the Prevention of Pollution from Ships
"MCCG 2021"	Malaysian Code on Corporate Governance 2021
"MMLR"	Main Market Listing Requirements
"MoU"	Memorandum of Understanding
"MPA"	Singapore's Maritime and Port Authority
"N/A"	Not Applicable
"NA"	Not Available
"NGO"	Non-governmental organisation
"OHS"	Operational Health & Safety
"OSV"	Offshore support vessel
"PAT"	Profit After Tax
"PATAMI"	Profit after Tax and Minority Interests
"PETRONAS"	Petroliam Nasional Berhad
"PETRONAS Carigali"	PETRONAS Carigali Sdn Bhd
"PLC"	Public listed company
"PPA"	Power Purchase Agreement
"ppm"	Parts per million
"PwC"	PricewaterhouseCoopers PLT
"R&D"	Research and development
"RO"	Regulus Offshore
"SAYFR"	Safety Culture Transformation Programme
"SDG"	Sustainable Development Goal, referring to the UN SDG
"SORMIC"	Statement on Risk Management & Internal Control
"TCFD"	Task Force on Climate-Related Financial Disclosures
"TRIF"	Total Recordable Injury Frequency
"UN SDGs"	United Nations Sustainable Development Goals
"UNGC"	United Nations Global Compact
"VRP"	Vendor Registration Platform
"YGT"	Yinson GreenTech
"Yinson" or "YHB"	Yinson Holdings Berhad or "the Group" or "the Company"
"YNet"	Yinson's internal staff intranet
"YP"	Yinson Production
"YR"	Yinson Renewables

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the THIRTIETH ANNUAL GENERAL MEETING ("30th AGM") of YINSON HOLDINGS BERHAD ("YHB" OR THE "COMPANY") will be held on a virtual basis through live streaming from the broadcast venue at **Yinson Global Headquarters, Level 16, Menara South Point, Mid Valley City, Medan Syed Putra Selatan, 59200 Kuala Lumpur, Malaysia** on **Thursday, 13 July 2023** at **10.30 a.m.** or any adjournment thereof, to transact the following businesses:

AGENDA

AS ORDINARY BUSINESS

1.	To receive the Audited Financial Statements of the Company for the financial year ended 31 January 2023 together with the Reports of the Directors and Auditors thereon.	**Please refer to Note 1 of the Explanatory Notes**
2.	To approve the payment of a Final Single-Tier Dividend of 1 sen per ordinary share in respect of the financial year ended 31 January 2023.	**Ordinary Resolution 1**
3.	To approve the payment of the following Directors' fees for the financial year ended 31 January 2023:	**Please refer to Note 2(i) of the Explanatory Notes**
	(i) RM70,000.00 for Mr Lim Han Weng	**Ordinary Resolution 2**
	(ii) RM80,000.00 for Mr Lim Chern Yuan	**Ordinary Resolution 3**
	(iii) RM280,000.00 for Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon	**Ordinary Resolution 4**
	(iv) RM50,000.00 for Madam Bah Kim Lian	**Ordinary Resolution 5**
	(v) RM250,000.00 for Dato' Mohamad Nasir bin Ab Latif	**Ordinary Resolution 6**
	(vi) RM200,000.00 for Puan Rohaya binti Mohammad Yusof	**Ordinary Resolution 7**
	(vii) RM260,000.00 for Datuk Abdullah bin Karim	**Ordinary Resolution 8**
	(viii) RM270,000.00 for Raja Datuk Zaharaton binti Raja Zainal Abidin	**Ordinary Resolution 9**
	(ix) RM200,000.00 for Puan Sharifah Munira bt. Syed Zaid Albar	**Ordinary Resolution 10**
	(x) RM200,000.00 for Mr Lim Han Joeh	**Ordinary Resolution 11**
	(xi) RM200,000.00 for Mr Gregory Lee	**Ordinary Resolution 12**
4.	To approve the payment of Directors' benefits of up to RM1,332,000.00 for the period from 14 July 2023 until the conclusion of the next Annual General Meeting of the Company to be held in 2024.	**Ordinary Resolution 13 (Please refer to Note 2(ii) of the Explanatory Notes)**
5.	To re-elect the following Directors who are retiring by rotation in accordance with Clause 96 of the Constitution of the Company and being eligible, have offered themselves for re-election:	**Please refer to Note 3 of the Explanatory Notes**
	(i) Mr Lim Chern Yuan	**Ordinary Resolution 14**
	(ii) Raja Datuk Zaharaton binti Raja Zainal Abidin	**Ordinary Resolution 15**
	(iii) Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon	**Ordinary Resolution 16**
	(iv) Puan Sharifah Munira bt. Syed Zaid Albar	**Ordinary Resolution 17**

NOTICE OF ANNUAL GENERAL MEETING

6. To re-elect Puan Fariza binti Ali @ Taib who is retiring by rotation in accordance with Clause 101 of the Constitution of the Company and being eligible, has offered herself for re-election.

Ordinary Resolution 18 (Please refer to Note 4 of the Explanatory Notes)

7. To re-appoint PricewaterhouseCoopers PLT as Auditors of the Company for the financial year ending 31 January 2024 and to authorise the Directors to fix their remuneration.

Ordinary Resolution 19 (Please refer to Note 5 of the Explanatory Notes)

AS SPECIAL BUSINESS

To consider, and if thought fit, to pass the following resolutions, with or without modifications:

8. SPECIAL RESOLUTION
PROPOSED AMENDMENTS TO THE CONSTITUTION OF THE COMPANY

Special Resolution (Please refer to Note 6 of the Explanatory Notes)

"THAT the Proposed Amendments to the Constitution of the Company as set out in Appendix II of Part A of the circular to shareholders dated 31 May 2023, be and are hereby approved and adopted with immediate effect.

AND THAT the Directors of the Company be and are hereby authorised to do all acts and things and take all such steps that may be necessary and/or expedient to give effect to the Proposed Amendments to the Constitution of the Company with full power to assent to any modification, variation and/or amendment as may be required by the relevant authorities."

9. ORDINARY RESOLUTION
AUTHORITY TO ISSUE AND ALLOT SHARES OF THE COMPANY PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016

Ordinary Resolution 20 (Please refer to Note 7 of the Explanatory Notes)

"THAT subject to the Companies Act 2016 ("the Act"), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and the approvals of the relevant governmental/regulatory authorities, the Directors of the Company be and are hereby empowered, pursuant to Sections 75 and 76 of the Act, to issue and allot shares in the capital of the Company from time to time at such price, upon such terms and conditions, and for such purposes as the Directors may in their absolute discretion deem fit, provided that the aggregate number of shares to be issued pursuant to this Ordinary Resolution does not exceed 10% of the total number of issued shares (excluding treasury shares) of the Company for the time being AND THAT the Directors of the Company be and are also empowered to obtain the approval from Bursa Securities for the listing of and quotation for the additional shares so issued on the Bursa Securities AND FURTHER THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company.

THAT pursuant to Section 85(1) of the Act which must be read together with Clause 13(G) of the Constitution of the Company, by approving the resolution, the shareholders do hereby waive the statutory pre-emptive rights of the offered shares in proportion of their holdings at such price and at such terms to be offered arising from any issuance of the new shares above by the Company.

AND THAT the Directors be and are hereby authorised to issue any new shares (including rights or options over subscription of such shares) and with such preferred, deferred, or other special rights or such restrictions, whether with regard to dividend, voting, return of capital, or otherwise, for such consideration and to any person as the Directors may determine."

NOTICE OF ANNUAL GENERAL MEETING

10. ORDINARY RESOLUTION
PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY OF UP TO 10% OF THE TOTAL NUMBER OF ISSUED SHARES OF THE COMPANY ("PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY")

Ordinary Resolution 21 (Please refer to Note 8 of the Explanatory Notes)

"THAT subject to Section 127 of the Companies Act 2016 ("the Act"), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") ("Listing Requirements") and all other applicable laws, rules and regulations and guidelines for the time being in force and the approvals of all relevant governmental and/or regulatory authorities, approval be and is hereby given to the Company, to purchase such number of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities as the Directors may deem fit and expedient in the best interest of the Company, provided that:

(i) the aggregate number of ordinary shares to be purchased and/or held by the Company pursuant to this resolution shall not exceed ten percent (10%) of the total number of issued shares of the Company as at any point of purchase; and

(ii) the maximum fund to be allocated by the Company for the purpose of purchasing its own shares shall not exceed the aggregate of the retained profits of the Company based on the latest audited financial statements and/or the latest unaudited financial statements (where applicable) available at the time of the purchase,

("Proposed Share Buy-Back").

THAT the authority to facilitate the Proposed Share Buy-Back will commence upon the passing of this Ordinary Resolution and shall continue to be in force until:

(a) the conclusion of the next Annual General Meeting ("AGM") of the Company following this AGM at which such resolution was passed; or at which time it will lapse, unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or

(b) the expiration of the period within which the next AGM of the Company after that date is required by law to be held; or

(c) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever occurs first, but shall not prejudice the completion of purchase(s) by the Company of its own shares before the aforesaid expiry date and, in any event, in accordance with the Listing Requirements and any applicable laws, rules, regulations, orders, guidelines and requirements issued by any relevant authorities.

THAT upon completion of the purchase by the Company of its own shares, the Directors of the Company be authorised to deal with the shares purchased in their absolute discretion in the following manner:

(i) to cancel all or part of the shares so purchased; and/or

(ii) to retain the shares so purchased as treasury shares for distribution as dividends to the shareholders and/or resell the treasury shares on the stock market of Bursa Securities in accordance with the relevant rules of Bursa Securities; and/or

(iii) to retain part of the shares so purchased as treasury shares and cancel the remainder of the shares so purchased; and/or

NOTICE OF ANNUAL GENERAL MEETING

(iv) to transfer the treasury shares, or any of the said shares for the purposes of or under an employees' share scheme; and/or

(v) transfer the shares, or any of the shares as purchase consideration; and/or

in any other manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act and the Listing Requirements and any other relevant authorities for the time being in force.

AND THAT the Directors of the Company be authorised to give effect to the Proposed Renewal of Share Buy-Back Authority with full power to assent to any modifications and/or amendments as may be required by the relevant authorities."

11. ORDINARY RESOLUTION
PROPOSED ESTABLISHMENT OF AN EMPLOYEES' SHARE SCHEME ("ESS2023") OF UP TO 10% OF THE TOTAL NUMBER OF ISSUED SHARES OF THE COMPANY (EXCLUDING TREASURY SHARES, IF ANY) AT ANY POINT IN TIME DURING THE DURATION OF THE ESS2023 FOR ELIGIBLE EXECUTIVE DIRECTORS AND EMPLOYEES OF YHB AND ITS SUBSIDIARIES (EXCLUDING DORMANT SUBSIDIARIES) ("PROPOSED ESS2023")

Ordinary Resolution 22 (Please refer to Note 9 of the Explanatory Notes)

"THAT subject to the approvals from all relevant regulatory authorities and parties being obtained for the Proposed ESS2023, and to the extent permitted by law and the Constitution of the Company, approval and authority be and is hereby given to the Board of Directors of the Company ("Board") to undertake the following:

(i) to establish, implement and administer the Proposed ESS2023 for the benefit of the eligible Executive Directors and employees of the Company and its subsidiaries (excluding subsidiaries which are dormant) ("YHB Group") who meet certain specified criteria of eligibility for participation in the Proposed ESS2023 and to implement and administer the same in accordance with the by-laws of the Proposed ESS2023 ("By-Laws") which is set out in Appendix I of Part C of the circular to shareholders of YHB dated 31 May 2023 ("Circular");

(ii) to issue and allot and/or procure the transfer of such number of new and/or existing ordinary shares in YHB ("YHB Shares" or "Shares") (as adjusted or modified from time to time pursuant to the By-Laws) from time to time as may be required for the purpose of or in connection with the Proposed ESS2023, provided that the total number of the YHB Shares be allotted and issued pursuant to granting of the Shares ("Share Grant") and/or options to subscribe for and/or acquire the Shares ("Options") (collectively, the "Awards") as well as YHB Shares to be issued and allotted pursuant to the awards under the Employees' Share Scheme of YHB which took effect on 3 November 2015 and is expiring on 2 November 2025 ("ESS2015") following the implementation of the Proposed ESS2023 shall not exceed 10% in aggregate of the total number of issued YHB Shares of the Company (excluding treasury shares) at any point in time throughout the duration of the Proposed ESS2023 and such new YHB Shares shall, upon allotment and issuance, carry the same rights as the existing YHB Shares, save and except that the new YHB Shares would not be entitled to dividend, rights, allotments and/or other forms of distribution which may be declared, made or paid to shareholders of the Company, the entitlement date of which is prior to the date of allotment of the new YHB Shares to be issued pursuant to the exercise of the Options or vesting of Share Grant;

(iii) to add, amend, modify and/or delete all or any part of the terms and conditions as set out in the By-Laws from time to time provided that such addition, amendment, modification and/or deletion are effected in accordance with the provisions of the By-Laws, and to do all such acts and to enter into all such transactions, arrangements and agreements as may be necessary or expedient in order to give full effect to the Proposed ESS2023; and

NOTICE OF ANNUAL GENERAL MEETING

(iv) to approve and adopt the By-Laws which is in compliance with the Main Market Listing Requirements of Bursa Securities ("Listing Requirements"), a draft of which is set out in Appendix I of Part C of the Circular.

THAT pursuant to Section 85(1) of the Companies Act 2016 which must be read together with Clause 13(G) of the Constitution of the Company, approval be hereby given to waive the pre-emptive rights of the existing shareholders of the Company to be offered any new YHB Shares ranking equally to the existing issued YHB Shares or other convertible securities arising from any allotment and issuance of new YHB Shares to the eligible persons pursuant to the Proposed ESS2023.

AND THAT the Board be and is hereby authorised to give effect to the Proposed ESS2023 with full power to assent to any conditions, modifications, variations and/or amendments in any manner as may be deemed necessary or expedient by the Board or required by the relevant authorities and to deal with all matters relating thereto and to take all such steps and do all acts, deeds and things as they may consider necessary and/or expedient to implement, finalise and give full effect to the Proposed ESS2023."

12. ORDINARY RESOLUTION
PROPOSED ALLOCATION TO THE FOLLOWING ELIGIBLE PERSONS WHO ARE EXECUTIVE DIRECTOR OF YHB AND/OR PERSONS CONNECTED WITH THEM UNDER THE PROPOSED ESS2023 **(Please refer to Note 10 of the Explanatory Notes)**

"THAT subject to the passing of Ordinary Resolution 22, approval be and is hereby given to the Board of Directors of the Company ("Board") at any time and from time to time during the duration of the Proposed ESS2023, to offer and grant to each of the Executive Directors and persons connected with them as named therein below respectively, such number of YHB Shares in the Company which will be vested in him/her at a specified future date and to allot and issue and/or deliver such number of options, YHB Shares and/or the equivalent cash value or combinations thereof comprised in the Proposed ESS2023 granted and/or awarded to him/her from time to time, provided always that not more than 10% (or such percentage as allowable by the relevant authorities) of the YHB Shares available under the Proposed ESS2023 as well as YHB Shares to be issued and allotted pursuant to the awards under the ESS2015 following the implementation of the Proposed ESS2023 shall be allocated to any eligible Executive Director or executive officers who, either singly or collectively through persons connected with the eligible Executive Director or executive officers, holds 20% or more of the total number of issued Shares (excluding treasury shares), subject always to such terms and conditions and/or any adjustment which may be made in accordance with the By-Laws.

(i) Mr Lim Han Weng
Group Executive Chairman/Non-Independent Executive Director — **Ordinary Resolution 23**

(ii) Mr Lim Chern Yuan
Group Chief Executive Officer/Non-Independent Executive Director — **Ordinary Resolution 24**

(iii) Madam Bah Kim Lian
Non-Independent Executive Director — **Ordinary Resolution 25**

(iv) Mr Lim Chern Wooi
Chief Executive Officer, Regulus Offshore" — **Ordinary Resolution 26**

13. To transact any other business of which due notice shall have been given in accordance with the Companies Act 2016 and the Constitution of the Company.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS ALSO HEREBY GIVEN THAT subject to the approval of shareholders at the 30th AGM of the Company to be held on Thursday, 13 July 2023, a Final Single-Tier Dividend of 1 sen per ordinary share in respect of the financial year ended 31 January 2023 will be paid on 30 August 2023 to the shareholders of the Company whose names appear in the Record of Depositors on 3 August 2023. The entitlement date for the dividend payment is on 3 August 2023.

A Depositor shall qualify for entitlement to the dividend only in respect of:

(a) Shares transferred into the Depositor's Securities Account before 4.30 p.m. on 3 August 2023 in respect of ordinary transfer; and

(b) Shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

BY ORDER OF THE BOARD
YINSON HOLDINGS BERHAD

WONG WAI FOONG (MAICSA 7001358) (SSM PC NO. 202008001472)
TAN BEE HWEE (MAICSA 7021024) (SSM PC NO. 202008001497)
CHERYL RINAI KALIP (LS0008258) (SSM PC NO. 201908001176)
Company Secretaries

Kuala Lumpur
31 May 2023

NOTICE OF ANNUAL GENERAL MEETING

NOTES:

1. IMPORTANT NOTICE

   i. The broadcast venue of the 30th AGM is strictly for the purpose of complying with Section 327(2) of the Companies Act 2016 and Clause 49(E) of the Company's Constitution which stipulate that the Chairman shall be present at the main venue. No Shareholders/proxy(ies) from the public will be physically present at the broadcast venue.

   ii. Members are entitled to attend, participate, speak (including posing questions to the Board via real time submission of typed texts) and vote (collectively, "participate") remotely at the 30th AGM via the Remote Participation and Voting ("RPV") facilities available on **Securities Services e-Portal** of SS E Solutions Sdn. Bhd. at **https://sshsb.net.my/**. Please follow the procedures provided in the Administrative Details for the 30th AGM which are available on the Company's website at www.yinson.com and read the notes (2) to (9) below to participate in the 30th AGM.

2. A member entitled to participate and vote at the 30th AGM via the RPV is entitled to appoint not more than two (2) proxies to participate and vote in his/her stead. A proxy may, but need not, be a member of the Company.

3. Where a member appoints two (2) proxies, the appointments shall be invalid unless he/she specifies the proportions of his/her shareholdings to be represented by each proxy.

4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

5. Where an authorised nominee appoints two (2) proxies, or where an exempt authorised nominee appoints two (2) or more proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.

6. The instrument appointing a proxy shall be in writing signed by the appointor or his/her attorney duly authorised in writing or, if the appointor is a corporation, either under its common seal or under the hand of an officer or attorney duly authorised.

7. The appointment of proxy may be made in a hardcopy form or by electronic means as follows:

   (i) Via hardcopy form

   The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially or certified copy of that power or authority shall be deposited at the Company's Share Registrar, Securities Services (Holdings) Sdn. Bhd. at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Malaysia, not less than forty-eight (48) hours before the time for holding the meeting or any adjournment thereof.

   (ii) Via online system

   The instrument appointing a proxy can be electronically submitted to the Share Registrar via Securities Services e-Portal at https://sshsb.net.my/ (Kindly refer to the Administrative Details for the 30th AGM which is available on the Company's website at www.yinson.com).

8. Pursuant to Paragraph 8.29A of Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this notice will be put to vote on a poll.

9. Depositors who appear in the Record of Depositors as at 6 July 2023 shall be regarded as members of the Company who are entitled to participate and vote at the 30th AGM or appoint proxies to participate and vote on his/her behalf.

NOTICE OF ANNUAL GENERAL MEETING

EXPLANATORY NOTES ON ORDINARY BUSINESS:

1. ITEM 1 OF THE AGENDA – AUDITED FINANCIAL STATEMENTS

The Audited Financial Statements together with the reports of the Directors and Auditors in Agenda item no. 1 is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act 2016, does not require a formal approval of shareholders. Hence, this item on the Agenda is not put forward for voting.

2. DIRECTORS' FEES AND BENEFITS

In March 2023, the Nominating and Remuneration Committee ("NRC") had reviewed the fees and benefits of the Board of Directors ("Board") and Board Committees taking into consideration the market trends for similar positions, time commitment, and responsibilities of the respective Directors.

i. Ordinary Resolutions 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 and 12

The Board, at the recommendation of the NRC, agreed that the Directors' fees for the financial year ended 31 January 2023 to remain unchanged, based on the following fee structure:

Type of Fees	RM
Board fees	
Non-Executive Director/Independent Director	200,000/annum
Executive Director	50,000/annum
Chairman of the Board	60,000/annum
Audit Committee/Board Risk & Sustainability Committee fees	
Committee Chairman fees	30,000/annum
Committee Member fees	20,000/annum
Other Board Committees fees	
Committee Chairman fees	20,000/annum
Committee Member fees	10,000/annum

Payment of the Directors' fees for the financial year ended 31 January 2023 ("FYE2023") amounting to RM2,060,000.00 will be made by the Company to the respective Directors if the proposed Ordinary Resolutions 2 to 12 are passed by the shareholders at the 30th AGM, including the payment to Puan Rohaya binti Mohammad Yusof who had resigned on 31 May 2023. This is to remunerate her for her contribution as Non-Independent Non-Executive Director of the Company during the said FYE2023.

ii. Ordinary Resolution 13

The Directors' benefits cover meeting allowances, directors' training and other reimbursable expenses incurred in the course of carrying out their duties as Company Directors.

NOTICE OF ANNUAL GENERAL MEETING

The Board at its meeting held in March 2023, approved the NRC's recommendation for the proposed revision to the meeting allowances and other benefits as set out in the right column of the table below:

Type of Benefits	Current (RM)	Proposed (RM)
Meeting Attendance Allowance		
Board Meeting	2,000/meeting	No Change
General Meeting	2,000/meeting	No Change
Board Committees Meeting	1,000/meeting	2,000/meeting
Other Benefits		
Directors' Training	500,000/year*	900,000/year*

*Note: * Annual training budget for the Board as a whole.*

The proposed increase in the meeting allowance aims to remunerate the Board Committees for their commitment and contribution in line with their statutory duties and the complexity of the Group's businesses. The Board, in recognition of the importance of training in keeping the Directors informed about emerging technologies, industries and megatrends, and staying ahead of the curve, approved the recommendation of the NRC to increase the annual Directors' training budget to RM900,000.00.

In addition to the above, in determining the estimated amount of benefits payable for the Directors, various factors, including the number of scheduled meetings for the Board and Board Committees were considered. An amount of up to RM1,332,000.00 is proposed as the benefits payable to the Directors for the period from 14 July 2023 until the conclusion of the next AGM in 2024.

The details of the Directors' fees and benefits for the financial year ended 31 January 2023 are set out in the Company's Corporate Governance Report, which is available on the Company's website at www.yinson.com.

Payment of the Directors' benefits will be made by the Company to the respective Directors as and when incurred if the proposed Ordinary Resolution 13 is passed by the shareholders at the 30th AGM.

3. ORDINARY RESOLUTIONS 14, 15, 16 AND 17 – RE-ELECTION OF DIRECTORS WHO RETIRE IN ACCORDANCE WITH CLAUSE 96 OF THE CONSTITUTION OF THE COMPANY

The profiles of the Directors who are standing for re-election as per Agenda item no. 5 is set out in the Board of Directors' profile of the Integrated Annual Report 2023.

Based on the evaluation conducted by the NRC and the outcome of the Board and Directors Effectiveness Evaluation for the financial year ended 2023 conducted by the Institute of Corporate Directors Malaysia ("ICDM"), an external consultant engaged by the Board, the Board is satisfied with the performance and contributions of the following directors, as well as their adherence to the fit and proper criteria as set out in the Directors' Fit and Proper Policy. The Board supports their re-election based on the following justifications:

i. Ordinary Resolution 14: Re-election of Mr Lim Chern Yuan as Group Chief Executive Officer/Non-Independent Executive Director

With extensive experience in the operational matters of the Group, Mr Lim Chern Yuan holds the primary responsibility of managing day-to-day business operations. This includes driving profitability, managing the Company's organisational structure, strategy, and communicating effectively with the Board. His familiarity with the Group's business operations positions him to lead the Company's growth trajectory, to become a global floating, production, storage and offloading ("FPSO") operator as well as its diversification into renewables and green technologies.

NOTICE OF ANNUAL GENERAL MEETING

ii. Ordinary Resolution 15: Re-election of Raja Datuk Zaharaton binti Raja Zainal Abidin ("Datuk Zaharaton") as Independent Non-Executive Director

Datuk Zaharaton fulfils the requirements of independence set out in the Main Market Listing Requirements of Bursa Securities. She has remained objective and independent in expressing her view and participating in Board deliberations and decision-making.

With her vast experience in policy analysis and financial evaluation, she brings a diverse set of expertise and perspective to the Board. Her diligent exercise of due care and proficient execution of professional duties during her tenure as Independent Non-Executive Director of the Company further highlights her competence and dedication.

iii. Ordinary Resolution 16: Re-election of Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon ("Dato' (Dr.) Gooi") as Senior Independent Non-Executive Director

Dato' (Dr.) Gooi fulfils the requirements of independence set out in the Main Market Listing Requirements of Bursa Securities. He has remained objective and independent in expressing his view and participating in Board deliberations and decision-making.

Drawing from his extensive experience in the fields of accounting and corporate finance, Dato' (Dr.) Gooi brings a diverse range of expertise and perspectives to the table. Throughout his tenure as Senior Independent Non-Executive Director of the Company, he has demonstrated due care and proficiency in executing his professional duties, further highlighting his competence and dedication.

iv. Ordinary Resolution 17: Re-election of Puan Sharifah Munira bt. Syed Zaid Albar ("Puan Munira") as Independent Non-Executive Director

Puan Munira fulfils the requirements of independence set out in the Main Market Listing Requirements of Bursa Securities. She has remained objective and independent in expressing her view and participating in Board deliberations and decision-making.

With her extensive experience in corporate law, corporate finance, and strategy, Puan Munira brings a diverse set of expertise and perspectives to the Board. Her proficient execution of professional duties and exercise of due care during her tenure as Independent Non-Executive Director of the Company further highlights her competence and dedication to the role.

All Directors standing for re-election have abstained from deliberations and decisions on their own eligibility to stand for re-election at the relevant NRC and Board Meetings.

4. ORDINARY RESOLUTION 18 – RE-ELECTION OF DIRECTOR WHO RETIRE IN ACCORDANCE WITH CLAUSE 101 OF THE CONSTITUTION OF THE COMPANY

Pursuant to Clause 101 of the Constitution of the Company, the Directors shall have power at any time and from time to time to appoint any other person to be a Director of the Company either to fill a casual vacancy or as an addition to the existing Directors. Any Director so appointed shall hold office only until the next following AGM of the Company and shall then be eligible for re-election.

Puan Fariza binti Ali @ Taib ("Puan Fariza"), a Nominee Director from Employees Provident Fund Board ("EPF"), was appointed as a Non-Independent Non-Executive Director of the Company with effect on 31 May 2023. With the recommendation of NRC, the Board supports the re-election of Puan Fariza as Director of the Company based on the following justifications and her adherence to the fit and proper criteria as set out in the Directors' Fit and Proper Policy:-

i. Ordinary Resolution 18: Re-election of Puan Fariza as Non-Independent Non-Executive Director

In cognisance of Yinson's continued growth and expansion of its investment portfolio, it is essential to have a highly qualified and experienced Board member to guide the Company towards its financial goals. Puan Fariza is a highly accomplished investment professional, with a proven track record of success and a deep passion for the investment industry.

NOTICE OF ANNUAL GENERAL MEETING

With her extensive work experience, Puan Fariza is an ideal candidate for the Board. Her specialised knowledge and expertise in investment-related sectors equip her to make well-informed decisions and recommendations on investment opportunities and strategies, ultimately adding value to the Company. She is dedicated to keeping up with industry trends, developments, and opportunities, enabling the Company to remain competitive and achieve its financial objectives. Moreover, her skills and commitment to investment growth will contribute to further leveraging the Company's investment potential, leading to its overall improvement.

5. ORDINARY RESOLUTION 19 – RE-APPOINTMENT OF AUDITORS

Based on the results of the External Auditors Evaluation for the financial year ended 31 January 2023, the Board and the Audit Committee of the Company at both meetings held on 19 May 2023, were satisfied with the quality of service, adequacy of resources provided, communication, interaction skills and independence, objectivity and professionalism demonstrated by the External Auditors, PricewaterhouseCoopers PLT in carrying out their functions.

The Board, at the recommendation of the Audit Committee, endorsed the re-appointment of PricewaterhouseCoopers PLT as External Auditors of the Company for the financial year ending 31 January 2024, to be presented to the shareholders for approval.

EXPLANATORY NOTES ON SPECIAL BUSINESS:

6. SPECIAL RESOLUTION – PROPOSED AMENDMENTS TO THE CONSTITUTION OF THE COMPANY

The proposed amendments to the Company's Constitution are set out in Appendix II of Part A of the circular to shareholders dated 31 May 2023. The proposed amendments shall take effect once the special resolution has been passed by a majority of not less than seventy five percent (75%) of such members who are entitled to vote and do vote in person or by proxy at the 30th AGM.

7. ORDINARY RESOLUTION 20 – AUTHORITY TO ISSUE AND ALLOT SHARES OF THE COMPANY PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016

The proposed Ordinary Resolution 20, if passed, would renew the mandate granted to the Directors for issuance of shares under Sections 75 and 76 of the Companies Act 2016 at the 29th AGM held on 14 July 2022 ("29th AGM") ("General Mandate") and enable the Directors to take swift action in case of, inter alia, a need for corporate exercises or the emergence of business opportunities that align with the Group's investment policies or other circumstances, which involve the issuance of new shares in the Company. Additionally, it aims to avoid delays and costs associated in convening general meetings for approving such share issuance. In any event, the exercise of the General Mandate will only be undertaken if the Board considers it to be in the best interest of the Company and promotes value accretive for the shareholders. This authority, unless revoked or varied by the Company in a general meeting, will expire at the conclusion of the next AGM of the Company or at the expiry of the period within which the next AGM is required to be held after the approval was given, whichever is earlier.

The waiver of pre-emptive rights pursuant to Section 85 of the Companies Act 2016 to be read together with Clause 13(G) of the Constitution of the Company will allow the Directors of the Company to issue new shares of the Company which will rank equally to existing issued shares of the Company, to any person without having to offer new shares to all the existing shareholders of the Company prior to issuance of new shares in the Company under the General Mandate.

The Company did not issue any new shares under the general mandate which was approved at the 29th AGM. As at the date of this notice, there is no decision to issue new shares. Should there be a decision to issue new shares after the General Mandate is sought, the Company will make an announcement of the actual purpose and utilisation of proceeds arising from such issuance of shares.

8. ORDINARY RESOLUTION 21 – PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY

The proposed Ordinary Resolution 21, if passed, will empower the Company to purchase its own ordinary shares up to ten percent (10%) of the total number of issued shares of the Company for the time being for such purposes as the Directors of the Company consider would be in the best interest of the Company.

NOTICE OF ANNUAL GENERAL MEETING

9. ORDINARY RESOLUTION 22 – PROPOSED ESS2023

The proposed Ordinary Resolution 22, if passed, will allow the Company to establish an employees' share scheme of up to ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) at any point in time during the duration of the scheme for eligible executive directors and employees of the Company and its subsidiaries (excluding dormant subsidiaries).

Section 85(1) of the Companies Act 2016 states that:

"Subject to the constitution, where a company issues shares which rank equally to existing shares as to voting or distribution rights, those shares shall first be offered to the holders of existing shares in a manner which would, if the offer were accepted, maintain the relative voting and distribution rights of those shareholders".

Clause 13(G) of the Constitution of the Company states that:

"Subject to any direction to the contrary that may be given by the Company in general meeting, all new shares or other convertible Securities shall, before issue, be offered to such persons as at the date of the offer are entitled to receive notices from the Company of General Meetings in proportion as nearly as the circumstances admit, to the amount of the existing shares or Securities to which they are entitled. The offer shall be made by notice specifying the number of shares or Securities offered, and limiting a time within which the offer, if not accepted, will be deemed to be declined, and, after the expiration of that time, or on the receipt of an intimation from the person to whom the offer is made that he declines to accept the shares or Securities offered, the Directors may dispose of those shares or Securities in such manner as they think most beneficial to the Company. The Directors may likewise also dispose of any new share or Security which (by reason of the ratio which the new shares or Securities bear to shares or Securities held by persons entitled to an offer of new shares or Securities) cannot, in the opinion of the Directors, be conveniently offered under this Constitution."

In order for the Board to issue any new YHB Shares or other convertible securities without any pre-emptive rights, such pre-emptive rights must be waived. By approving the resolution in relation to the Proposed ESS2023 which entails the allotment and issuance of new YHB Shares, the shareholders of the Company are waiving their pre-emptive rights pursuant to Section 85(1) of the Companies Act 2016 which must be read together with Clause 13(G) of the Constitution to first be offered the YHB Shares which, upon waiving the same, will result in a dilution to their shareholding percentage in the Company.

10. ORDINARY RESOLUTIONS 23, 24, 25 AND 26 – PROPOSED ALLOCATION OF THE PROPOSED ESS2023 TO MR LIM HAN WENG, MR LIM CHERN YUAN, MADAM BAH KIM LIAN AND MR LIM CHERN WOOI

The proposed Ordinary Resolutions 23, 24, 25 and 26, if passed, will empower the Company to offer and grant Mr Lim Han Weng, Mr Lim Chern Yuan, Madam Bah Kim Lian and Mr Lim Chern Wooi, options to subscribe or acquire shares at a specified future date at a pre-determined price and to receive new and/or existing shares at no consideration and/or the equivalent cash value of such shares or combinations thereof.

Further information on the Proposed Amendments to the Constitution, Proposed Renewal of Share Buy-Back Authority and Proposed ESS2023 are set out in the Circular/Statement to Shareholders dated 31 May 2023 which are available on the Company's website at www.yinson.com.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

A. The profiles of the Directors who are standing for re-election as per Agenda item nos. 5 and 6 of the Notice of the 30th AGM are stated on pages 126 and 131 of the Company's Integrated Annual Report 2023.

B. Details on the authority to issue and allot shares in the Company pursuant to Sections 75 and 76 of the Companies Act 2016 are set out in Note 7 of the Notice of the 30th AGM.

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FORM OF PROXY

YINSON HOLDINGS BERHAD
Registration No. 199301004410 (259147-A)
(Incorporated in Malaysia)

No. of Shares Held	
CDS Account No.	

Tel No. _____
(During Office hours)

*I/We _____ NRIC/Passport/Registration No. _____
(Name in Full)

having Tel./Mobile No._____of_____

_____
(Full Address)

being member(s) of YINSON HOLDINGS BERHAD, hereby appoint: _____

Proxy 1			
Full Name (in Block and as per NRIC/Passport)	NRIC/Passport No.	**Proportion of Shareholdings** No. of Shares	%
Full Address	Tel./Mobile No.		

*and/or

Proxy 2			
Full Name (in Block and as per NRIC/Passport)	NRIC/Passport No.	**Proportion of Shareholdings** No. of Shares	%
Full Address	Tel./Mobile No.		

or failing him/her, the Chairman of the Meeting as *my/our proxy/proxies to attend and vote for *me/us and on *my/our behalf at the Thirtieth Annual General Meeting ("30th AGM") of the Company to be held on a virtual basis through live streaming from the broadcast venue at **Yinson Global Headquarters, Level 16, Menara South Point, Mid Valley City, Medan Syed Putra Selatan, 59200 Kuala Lumpur, Malaysia** on **Thursday, 13 July 2023** at **10.30 a.m.** or any adjournment thereof, and to vote as indicated below:

Item	Agenda			
1.	To receive the Audited Financial Statements for the financial year ended 31 January 2023 together with the Reports of the Directors and Auditors thereon			
		Ordinary Resolution ("OR") / Special Resolution ("SR")	**For**	**Against**
2.	Payment of a Final Single-Tier Dividend	OR 1		
3.	Payment of the following Directors' fees for the financial year ended 31 January 2023:			
	(i) RM70,000.00 for Mr Lim Han Weng	OR 2		
	(ii) RM80,000.00 for Mr Lim Chern Yuan	OR 3		
	(iii) RM280,000.00 for Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon	OR 4		
	(iv) RM50,000.00 for Madam Bah Kim Lian	OR 5		
	(v) RM250,000.00 for Dato' Mohamad Nasir bin Ab Latif	OR 6		
	(vi) RM200,000.00 for Puan Rohaya binti Mohammad Yusof	OR 7		
	(vii) RM260,000.00 for Datuk Abdullah bin Karim	OR 8		
	(viii) RM270,000.00 for Raja Datuk Zaharaton binti Raja Zainal Abidin	OR 9		
	(ix) RM200,000.00 for Puan Sharifah Munira bt. Syed Zaid Albar	OR 10		
	(x) RM200,000.00 for Mr Lim Han Joeh	OR 11		
	(xi) RM200,000.00 for Mr Gregory Lee	OR 12		
4.	Payment of Directors' benefits of up to RM1,332,000.00 for the period from 14 July 2023 until the conclusion of the next Annual General Meeting to be held in 2024	OR 13		
5.	(i) Re-election of Mr Lim Chern Yuan as Director	OR 14		
	(ii) Re-election of Raja Datuk Zaharaton binti Raja Zainal Abidin as Director	OR 15		
	(iii) Re-election of Dato' (Dr.) Wee Hoe Soon @ Gooi Hoe Soon as Director	OR 16		
	(iv) Re-election of Puan Sharifah Munira bt. Syed Zaid Albar as Director	OR 17		
6.	Re-election of Puan Fariza binti Ali @ Taib as Director	OR 18		
7.	Re-appointment of PricewaterhouseCoopers PLT as Auditors	OR 19		
	SPECIAL BUSINESS			
8.	Proposed Amendments to the Constitution of the Company	SR		
9.	Authority to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016	OR 20		
10.	Proposed Renewal of Share Buy-Back Authority	OR 21		
11.	Proposed Establishment of an Employees' Share Scheme ("**Proposed ESS2023**")	OR 22		
12.	(i) Proposed Allocation of the Proposed ESS2023 to Mr Lim Han Weng	OR 23		
	(ii) Proposed Allocation of the Proposed ESS2023 to Mr Lim Chern Yuan	OR 24		
	(iii) Proposed Allocation of the Proposed ESS2023 to Madam Bah Kim Lian	OR 25		
	(iv) Proposed Allocation of the Proposed ESS2023 to Mr Lim Chern Wooi	OR 26		

Please indicate with an "X" in the spaces provided on how you wish your votes to be cast. If no specific direction as to voting is given, your proxy will vote or abstain from voting at his discretion.

Dated this _____ day of _____ 2023

_____
*Signature/Common Seal of Shareholder
* Delete if not applicable

Notes:

1. IMPORTANT NOTICE
   i. The broadcast venue of the 30th AGM is strictly for the purpose of complying with Section 327(2) of the Companies Act 2016 and Clause 49(E) of the Company's Constitution which stipulate that the Chairman shall be present at the main venue. No Shareholders/proxy(ies) from the public will be physically present at the broadcast venue.
   ii. Members are entitled to attend, participate, speak (including posing questions to the Board via real time submission of typed texts) and vote (collectively, "participate") remotely at the 30th AGM via the Remote Participation and Voting ("RPV") facilities available on **Securities Services e-Portal** of SS E Solutions Sdn. Bhd. at **https://sshsb.net.my/**. Please follow the procedures provided in the Administrative Details for the 30th AGM which are available on the Company's website at www.yinson.com and read the notes (2) to (9) below to participate in the 30th AGM.

2. A member entitled to participate and vote at the 30th AGM via the RPV is entitled to appoint not more than two (2) proxies to participate and vote in his/her stead. A proxy may, but need not, be a member of the Company.

3. Where a member appoints two (2) proxies, the appointments shall be invalid unless he/she specifies the proportions of his/her shareholdings to be represented by each proxy.

4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

5. Where an authorised nominee appoints two (2) proxies, or where an exempt authorised nominee appoints two (2) or more proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.

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AFFIX STAMP

The Share Registrar:

YINSON HOLDINGS BERHAD

Registration No. 199301004410 (259147-A)

c/o Securities Services (Holdings) Sdn. Bhd.
Level 7, Menara Milenium, Jalan Damanlela
Pusat Bandar Damansara, Damansara Heights
50490 Kuala Lumpur, Malaysia

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6. The instrument appointing a proxy shall be in writing signed by the appointor or his/her attorney duly authorised in writing or, if the appointor is a corporation, either under its common seal or under the hand of an officer or attorney duly authorised.

7. The appointment of proxy may be made in a hardcopy form or by electronic means as follows:

   (i) Via hardcopy form

   The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially or certified copy of that power or authority shall be deposited at the Company's Share Registrar, Securities Services (Holdings) Sdn. Bhd. at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Malaysia, not less than forty-eight (48) hours before the time for holding the meeting or any adjournment thereof.

   (ii) Via online system

   The instrument appointing a proxy can be electronically submitted to the Share Registrar via Securities Services e-Portal at https://sshsb.net.my/ (Kindly refer to the Administrative Details for the 30th AGM which is available on the Company's website at www.yinson.com).

8. Pursuant to Paragraph 8.29A of Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this notice will be put to vote on a poll.

9. Depositors who appear in the Record of Depositors as at 6 July 2023 shall be regarded as members of the Company who are entitled to participate and vote at the 30th AGM or appoint proxies to participate and vote on his/her behalf.

www.yinson.com

Yinson Holdings Berhad
199301004410 (259147-A)

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