

YP 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
<p>Charterers in the oil & gas industry, typically oil majors or national oil companies.</p> <p>We maintain long-term relationships with a small client base, with the quality of the relationship dependent on our operational service achievements.</p>	<p>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.</p>	<ul style="list-style-type: none"> • Securing quality projects. • Delivering projects on time and on budget. • Delivering industry-leading safety and operations performance. 	<p>Fixed, daily hire rate for the duration of the contract, with incentives for good performance.</p>	<p>Asset construction and conversion, salaries, interest payments, asset operations and maintenance, insurance.</p>	<p>Ship builders, bankers and lenders, investors, major subcontractors.</p>

YGT 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
<ul style="list-style-type: none"> • Businesses looking to decarbonise their fleet operations, both land and sea. • Individuals and communities who wish to transition to electric mobility/transportation. <p>We maintain a large customer base, with the quality of the relationship dependent on our ability to help our clients transition to net zero.</p>	<p>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.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Lease and operation of electric vehicle and vessel fleets. • Subscription-based and pay-per-use for charging infrastructure. • Licensing-based white-labelled software solutions. 	<p>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.</p>	<p>Governments, research institutions, marine and mobility supply chains, industry peers.</p>

YR 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
<p>Primarily government-owned or public listed power utilities and industrial/commercial customers.</p> <p>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.</p>	<p>Provision of stable and reliable power generated from renewables assets to the relevant power grid.</p>	<p>We participate in the full renewables value chain:</p> <ul style="list-style-type: none"> • 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. 	<p>Recurring stable revenue once operational and power sales start.</p>	<p>Asset development and construction, salaries, local partnerships, interest payments, asset operations and maintenance.</p>	<p>Local & state governments, local development partners, contractors & suppliers, local regulators, bankers & lenders.</p>

RO 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
<p>Offshore oil & gas companies, offshore wind operators and offshore marine operators.</p> <p>We maintain a small client base, with the quality of the relationship dependent on our operational service achievements.</p>	<p>Provision of support services to offshore production assets such as crew transfer, provision of supplies and maintenance services.</p>	<ul style="list-style-type: none"> • Preparation of and participation in bids. • Performing support services for offshore assets. 	<p>Fixed charter rates based on contracts.</p>	<p>Salaries, upkeep of assets.</p>	<p>Shipyards, regulators, crewing agencies.</p>

