



**OFFSHORE**

ENERGY. COMMITTED.

ANNUAL REPORT 2020



The following sections of this 2020 SBM Offshore Annual Report form the management report (“bestuursverslag”) within the meaning of section 2:391 of the Dutch Civil Code (and related Decrees): Chapter 1 Business Environment, Chapter 2 Performance Review & Impact, Chapter 3 Governance (with the exception of section 3.4 Remuneration Report) and the following sections of Chapter 4 Corporate Statements 2020: 4.1 Financial review and 4.10 Non-Financial Indicators. The Financial Statements in the meaning of the Dutch Civil Code are included in the following sections of Chapter 4 Corporate Statements 2020: 4.2 Consolidated Financial Statements, 4.3 Notes to the Consolidated Financial Statements, 4.4 Company Financial Statements and 4.5 Notes to the Company Financial Statements.

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# CHAPTER 1

## BUSINESS ENVIRONMENT



# 1 BUSINESS ENVIRONMENT

“

The pandemic itself did not trigger the need to adapt but became a catalyst for it so we have accelerated our transformation. We have successfully embedded the concept of sustainability into everything we do, as a guiding principle in our continued development. We have a long-term backlog and are ready to capitalize on the investments we started making years ago to transform ourselves for the future. SBM Offshore is well positioned for the wider energy business for generations to come. We are in the right place at the right time.

**Bruno Chabas**  
*Chief Executive Officer*

”



### 1.1.1 MESSAGE FROM THE CEO

2020 was a challenging year for everyone, with SBM Offshore being no exception. COVID-19 affected not only our operations and projects but also our clients, the energy market and our business prospects.

The pandemic itself did not trigger the need to adapt but acted as a catalyst for it, so we accelerated our transformation. We have structured our business according to three long-term value propositions: the ocean infrastructure lease and operate portfolio, the turnkey addition to the core of this portfolio and the new energy business centered on renewables and digital services. We also lowered our break-even point to ensure that we can be more competitive and agile as we enter a period where the energy business will experience increasing demand fluctuation, but with significant growth potential, over the coming few years.

We took a three-pronged approach in 2020 to adapt our business to the current environment. Firstly, on business continuity, we ensured the health and safety of our workforce and kept a sharp eye on our spending and performance. Secondly, on the transformation of our business, we made sure that we continued programs such as Fast4Ward®, Digitalization and emissionZERO™, which are essential to increase our product benefits further, with lower emissions and costs to all our stakeholders. And, thirdly, on energy transition, we continued investing to be ready for new opportunities in the evolving energy market, through innovation and the development and creation of new solutions.

Looking at our main areas of work, we have successfully been able to maintain the performance and operations of our FPSO lease portfolio, with heightened safety measures in place to adapt to the new operating environment.

In our construction and installation business, we have managed to maintain progress on the ongoing projects, namely the FPSOs *Liza Unity*, *Sepetiba* and *Prosperity*, in this extremely difficult environment. We have however, by and large, been able to mitigate delays. In 2020, our operating team was able to safely work through the challenges with the FPSO *Liza Destiny*, learning valuable lessons that will inform future projects. We also welcome Petrobras' decision to go into direct negotiations with the Company for the FPSO *Almirante Tamandaré*.

In the new energies area, we are pleased to have received the award from EDF for the Provence Grand Large project to design, build and install three offshore wind floaters, and by the progress we have been making on our Wave Energy Converter, with the project on track for a pilot offshore

Monaco by 2022. In parallel, we are also rapidly progressing on creating a new value proposition for the gas-to-power market.

And finally, our investment in digital tools for improving our fleet operations and for the inspection and monitoring of floating solutions is evolving positively as we develop a new service offer based on our digital platform. The prospect for expanding applications into other markets, such as maintaining renewable infrastructure, is a promising one.

Our financial results in 2020 are evidence of our strong performance in this difficult year.

Looking to the immediate future, challenges will undoubtedly continue in 2021. Our clients have cut their budgets significantly and are restructuring. There is considerable slack in the market and, with excess inventory left over from 2020, we are prepared for a market under pressure. The future evolution of the energy market is still uncertain, adding to the reluctance of customers to invest heavily in infrastructure.

Overshadowing this is the COVID-19 pandemic itself. We must accept that COVID-19 fatigue is beginning to set in, with lockdown and self-isolation regimes affecting the enthusiasm of team members charged with already challenging duties.

However, despite all this, SBM Offshore is well positioned to ride out the rough patch. We have a long-term backlog and are ready to capitalize on the investments we started making years ago to transform ourselves for the future. Not only are we catering to our core business and generating cash, but we are also positioning the Company for the future of the energy business for generations to come. It is also important to mention that we have successfully embedded the concept of sustainability into everything we do, now and in the future, as a guiding principle in our continued development.

We are in the right place at the right time.

I thank everybody in our teams who have risen to the challenge over the past year and taken part in our transformation. The performance we have been able to achieve is a credit to all SBMers throughout the world. Our solid performance is theirs.

# COMPANY HIGHLIGHTS

TOTAL FLEET PRODUCTION CAPACITY  
**1,660,000 bopd**



**0.10**  
TOTAL RECORDABLE  
INJURY FREQUENCY RATE  
(per 200,000 hours)

FLEET PRODUCTION  
UPTIME **99.0%**



**5,527**  
PEOPLE



**22**  
TRAINING HOURS  
PER EMPLOYEE



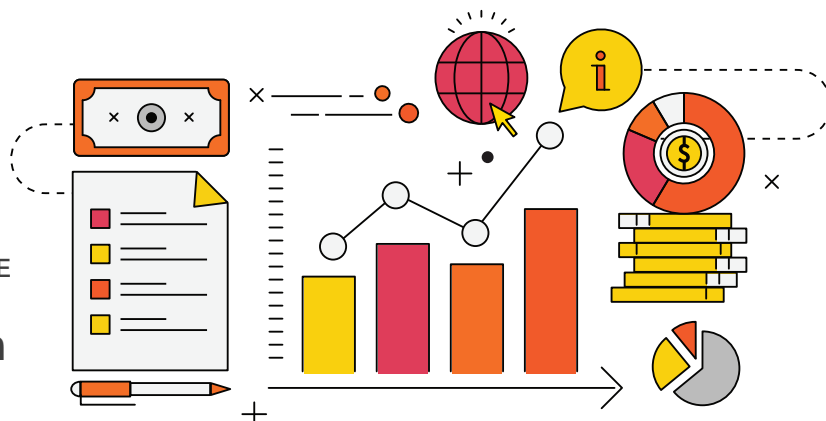
**95%**  
COMPLETION RATIO FOR  
ONSHORE COMPLIANCE TRAINING  
TO DESIGNATED STAFF

UNDERLYING  
DIRECTIONAL EBITDA  
**US\$944 million**

DIRECTIONAL TOTAL ASSETS  
**US\$7.9 billion**

MARKET CAPITALIZATION  
**US\$3.6 billion**

UNDERLYING IFRS  
NET PROFIT ATTRIBUTABLE  
TO SHAREHOLDERS  
**US\$277 million**



UNDERLYING DIRECTIONAL  
NET PROFIT  
**US\$125 million**

ENTERPRISE VALUE  
**US\$9.7 billion**

IFRS TOTAL ASSETS  
**US\$11.1 billion**

UNDERLYING IFRS EBITDA  
**US\$966 million**





# 2020 IN BRIEF



## JANUARY

The first completed Fast4Ward® hull arrived safely at the yard in Singapore from China. The Multi-Purpose Floater hull was completed in less than two years from first steel cut.

## FEBRUARY

Full Year 2019 Earnings: Guidance was delivered, and backlog was up by 40%. The year was marked by strong financial performance, excellent project and operational execution, and commercial success.

Dividend was doubled compared with the year before and the Company launched a EUR150 million share repurchase program. As a result, shareholders' returns increased significantly, with an annual growth rate of almost 40% year-on-year since 2016 on a per-share basis. Addressing the energy transition, the Company launched Ambition 2030: aiming to have 25% of revenues from renewables and gas technology by 2030. In addition, the emissionZERO™ program was presented, aimed at designing FPSOs with net zero carbon emissions.

## MARCH

The Company responded globally to the COVID-19 pandemic. Measures and protocols were put in place to safeguard the health and safety of staff, clients, contractors and their families and, at the same time, ensure safe operations.

## APRIL

Completion of the EUR150 million share repurchase program. Over 12 million shares were repurchased at an average price of EUR12.40 per share.

Andy Brown and Jaap van Wiechen were appointed to the Supervisory Board. Francis Gugen was reappointed for an extension of two years. Floris Deckers and Thomas Ehret retired from the Supervisory Board having completed the maximum term of 12 years.

## MAY

The Company took measures to evolve and adapt to uncertain dynamic market conditions as a result of the COVID-19 and oil price crises.

First Quarter 2020 Trading Update: Strong results in line with expectations. The directional revenue guidance was adjusted from 'above' to 'around' US\$2.3 billion. Uptime was maintained at 99%.

## JULY

The Company and partners completed a US\$600 million bridge loan for the financing by the project owning company for the construction of FPSO *Sepetiba*, agreed with a consortium of four international banks.

## AUGUST

Half Year 2020 Earnings: On target, despite COVID-19 and oil price crises, demonstrating the robustness of SBM Offshore's business model and its effective response. Fleet uptime remained very strong, exceeding target and an effective environment for minimizing the impact of COVID-19 was created in offshore operations.

Directional EBITDA guidance was increased from 'around' to 'above' US\$900 million.

The Company prepared for the sale of the diving support and construction vessel SBM Installer by increasing its stake in the vessel-owning company OSI from 25% to 100%.

## SEPTEMBER

SBM Offshore confirmed it was in contract negotiations with Petrobras for a charter contract for FPSO *Almirante Tamandaré*, which will operate in the Buzios field, Santos basin, offshore Brazil.

## OCTOBER

SBM Offshore was awarded contracts to construct, install and then lease and operate FPSO *Prosperity* for up to two years, after which ownership and operation will transfer to Esso Exploration and Production Guyana Limited (EEPGL), an affiliate of ExxonMobil Corporation.

The landmark deal demonstrated the added value of the Fast4Ward® program for large-scale developments such as for the offshore energy industry in Guyana.

## NOVEMBER

Third Quarter 2020 Trading Update: Another good set of results demonstrated the strength of the business model. The Directional EBITDA guidance was increased from 'above' US\$900 million to 'around' US\$950 million, despite the challenging environment. Energy transition: The Floating Offshore Wind Provence Grand Large project moved ahead.

## DECEMBER

SBM Offshore reported a contractual lease extension for FPSO *Espirito Santo* in Brazil and that EEPGL initiated discussions with SBM Offshore on the lease and operations durations for FPSOs in Guyana. The Company announced that Laurence Mulliez and Andy Brown will step down from the Supervisory Board at the time of the General Shareholder meeting on April 7, 2021 and by year end 2020 respectively.

### 1.1.3 OVERALL VIEW

SBM Offshore believes the oceans will provide the world with safe, sustainable and affordable energy for generations to come. We share our experience to make it happen. The challenge in producing safe, sustainable and affordable energy is well recognized, particularly by the Company's stakeholders, with whom SBM Offshore works

on areas important to them, called material topics, to address that challenge. These topics are the basis for the Company's objectives and strategy, and are the criteria against which it measures its performance. The table here below shows the connection between these elements, explained in the rest of the Annual Report.

#### CONNECTIVITY TABLE

SBM Offshore believes the oceans will provide the world with safe, sustainable and affordable energy for generations to come.  
We share our experience to make it happen. – Energy. Committed.

Business Context (section 1.2)	Strategy & Value Creation (section 1.3)		Performance Review & Impact (sections 2.1 & 2.2)		
Material Topics	Key Objectives	Key Strategy Element	Key Outputs	Key Outcomes	SDGs
<b>1. Ethics &amp; Compliance</b>	<ul style="list-style-type: none"> <li>■ <b>Zero tolerance</b> for bribery, corruption, fraud or any other form of misconduct.</li> <li>■ 2020 : &gt;92% Trained on the Code of Conduct</li> </ul>	<p><b>Optimize</b> : Target Excellence in business ownership &amp; control of compliance risks;</p> <p><b>Transform</b> : Digitilization to manage compliance risks</p>	<ul style="list-style-type: none"> <li>■ 0 legal &amp; compliance fines</li> <li>■ 95% Trained on the Code of Conduct (onshore)</li> </ul>	<ul style="list-style-type: none"> <li>■ No negative impact to our licence to operate</li> <li>■ Credibility &amp; reputation for trustworthiness</li> </ul>	8
<b>2. Employee Health Safety &amp; Security</b>	<ul style="list-style-type: none"> <li>■ <b>No Harm, No Defects, No Leaks</b></li> <li>■ 2020 : Total Recordable Injuray Frequency Rate (TRIFR) &lt;0.2</li> <li>■ 2020 : 90% vendor screening on Human Rights for key vendors</li> </ul>	<p><b>Optimize</b> : HSSE and Process Safety Management approach, human rights governance; Life365; adopting industry best practices and guidance</p>	<ul style="list-style-type: none"> <li>■ TRIFR : 0.10</li> <li>■ 100% vendor screening on Human Rights for key vendors</li> </ul>	<ul style="list-style-type: none"> <li>■ Continuous improvement</li> <li>■ Respecting human rights</li> <li>■ Ability to manage during the pandemic</li> </ul>	3, 8
<b>3. Operational Excellence &amp; Quality</b>	<ul style="list-style-type: none"> <li>■ <b>No Harm, No Defects, No Leaks</b></li> <li>■ Uptime at or above 99%</li> <li>■ Project schedule, cost, quality</li> <li>■ Certifications</li> </ul>	<p><b>Optimize</b> : Target Excellence program, Right365 and Process Safety Management approach</p> <p><b>Transform</b> : Digitalization, Fast4Ward®</p>	<ul style="list-style-type: none"> <li>■ 99.0% Uptime</li> <li>■ Project Delivery</li> <li>■ Renewed ISO certification</li> <li>■ 1 significant operational fine</li> </ul>	<ul style="list-style-type: none"> <li>■ Client value</li> <li>■ Compliance with regulations</li> </ul>	8
<b>4. Retaining &amp; Developing Employees</b>	<ul style="list-style-type: none"> <li>■ Hire, retain &amp; develop a <b>diverse workforce</b> with a wide range of competencies</li> <li>■ 2020 : People Development Program</li> </ul>	<p><b>Optimize</b> : HR learning and development</p>	<ul style="list-style-type: none"> <li>■ 97% completion performance appraisals</li> <li>■ 13% employee turnover rate</li> </ul>	<ul style="list-style-type: none"> <li>■ A diverse, learning &amp; developing workforce able to deliver energy supply related projects and activities</li> </ul>	4, 8
<b>5. Economic Performance</b>	<ul style="list-style-type: none"> <li>■ <b>Ambition to grow free cash flow</b></li> <li>■ 2020 : Directional EBITDA around US\$900 million</li> </ul>	<p><b>Optimize</b> : Backlog &amp; cash preservation, global response</p> <p><b>Transform</b> : Fast4Ward®, Digitalization, emissionZERO™</p> <p><b>Innovate</b> : New Energies projects</p>	<ul style="list-style-type: none"> <li>■ Underlying EBITDA US \$944 million</li> </ul>	<ul style="list-style-type: none"> <li>■ Resilient returns in volatile times</li> <li>■ Long-term viability</li> <li>■ Investment capability for innovation</li> </ul>	8, 9
<b>6. Emissions</b>	<ul style="list-style-type: none"> <li>■ <b>emissionZERO™</b></li> <li>■ 2020 : 25% flaring reduction</li> <li>■ SBM Offshore account</li> <li>■ 2020 : 0 oil spills</li> <li>■ 2020 : Air travel emissions target setting</li> </ul>	<p><b>Optimize</b> : energy efficiency</p> <p><b>Transform</b> : emissionZERO™</p> <p><b>Innovate</b> : New Energies &amp; Services development</p>	<ul style="list-style-type: none"> <li>■ emissionZERO™ program launch</li> <li>■ 36% flaring reduction<sup>1</sup></li> <li>■ 0 oil spills</li> <li>■ 20% reduction target set on air travel emissions</li> </ul>	<ul style="list-style-type: none"> <li>■ Emission reduction trend</li> <li>■ Industry benchmark performance</li> <li>■ New business</li> <li>■ Lower climate change risk</li> </ul>	7, 9, 13, 14

1 SBM Offshore Account flaring Excl. *Liza Destiny* (FPSO)

# 1 BUSINESS ENVIRONMENT

## CONNECTIVITY TABLE

SBM Offshore believes the oceans will provide the world with safe, sustainable and affordable energy for generations to come. We share our experience to make it happen. – Energy. Committed.

Business Context (section 1.2)					
Strategy & Value Creation (section 1.3)			Performance Review & Impact (sections 2.1 & 2.2)		
Material Topics	Key Objectives	Key Strategy Element	Key Outputs	Key Outcomes	SDGs
<b>7. Digitalization</b>	<ul style="list-style-type: none"> <li>Leveraging data &amp; digital technology to <b>increase lifecycle value</b></li> <li>2020 : Digitalization milestones</li> </ul>	<b>Transform</b> : Digital Transformation program	<ul style="list-style-type: none"> <li>'Integra' ERP kick-off</li> <li>Digital Twin on <i>Prosperity</i> (FPSO)</li> <li>37% increase of data signals (cumulative)</li> </ul>	<ul style="list-style-type: none"> <li>Business Continuity</li> <li>Improved efficiencies</li> <li>New business opportunities</li> </ul>	8, 9
<b>8. Innovation</b>	<ul style="list-style-type: none"> <li><b>Time to market</b> in line with 25% of revenue gas/ renewables by 2030</li> <li>2020 : Technology Readiness Levels (TRL)</li> </ul>	<b>Innovate</b> : technology development, open innovation	<ul style="list-style-type: none"> <li>34 TRL qualifications, 4 innovations market ready</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to the energy transition</li> <li>Long-term viability</li> </ul>	7, 9, 13, 14
<b>9. Energy Transition</b>	<ul style="list-style-type: none"> <li><b>25% of revenue</b> gas &amp; renewables by 2030</li> <li>2020 : 30% Non-carbon R&amp;D</li> </ul>	<b>Transform</b> : emissionZERO™ <b>Innovate</b> : New Energies & Services development	<ul style="list-style-type: none"> <li>Floating Offshore Wind project committed</li> <li>52% Non-carbon R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>Decline of future carbon footprint</li> <li>New business</li> <li>Address climate change</li> </ul>	7, 9, 13
<b>10. Market Positioning</b>	<ul style="list-style-type: none"> <li><b>2+ FPSOs per year</b> average between 2019-2030</li> <li>2020 : Sustainability performance</li> </ul>	<b>Optimize</b> : Target excellence, Business continuity <b>Transform</b> : Fast4Ward®, Digitalization, emissionZERO™ <b>Innovate</b> : New Energies & Services development	<ul style="list-style-type: none"> <li>1 FPSO under negotiation</li> <li>5 FPSO Projects under construction</li> <li>15 assets in the fleet</li> <li>93rd percentile Dow Jones Sustainability Index</li> </ul>	<ul style="list-style-type: none"> <li>Industry leadership, being a reference for stakeholders with global &amp; local impact</li> </ul>	3, 4, 7, 8, 9, 13, 14

### Overall Impact

2020 has been a challenging year. Executing large scale projects, managing a global fleet in a time of lock downs required the stamina of our employees and stakeholders across the world. The Company has been managing stakeholder interest and subsequent dilemmas such as environmental footprint, risk of injuries and trade-offs with shorter schedules and lower costs, while keeping and improving on quality levels. SBM Offshore's values are key enablers in addressing such dilemmas and increasing our contribution to Sustainable Development Goals.

The Company has been able to balance business as usual with a global response to COVID-19 and its economic impact, at the same time making progress on **safe, sustainable and affordable energy for generations to come**.

SBM Offshore takes pride in being able to leverage our people's capabilities to deal with complexity, develop technologies for the energy transition, deliver projects in time and within budget and operate assets safely and sustainably. In other words: **sharing our experience to make it happen**.

## 1.2 BUSINESS CONTEXT

### 1.2.1 MARKETS AND ACTIVITIES

SBM Offshore provides floating production solutions to the offshore energy industry, over the full product lifecycle. The Company leads the market in leased floating production systems, with multiple units currently in operation worldwide, and has a unique breadth of operational experience in this field.

SBM Offshore is active in multiple offshore energy markets – oil, gas and renewables. Oil markets mainly supply the transportation and industry sectors, while gas and renewables feed into power generation, industry and consumer sectors. Currently, most of SBM Offshore's revenues are derived from services to the deep water oil and associated gas markets. The Company is the leader in its market in terms of total energy production capacity (boepd) and the number of FPSO units delivered to date, accumulating almost 350 contract years of operating experience. Within the Renewables market, the Company focuses on floating offshore wind and wave energy, as well as investing in research and development of products for future markets.

#### MARKET SEGMENTATION

In order to maintain its leading position in its core markets, SBM Offshore focuses on :

- Leveraging the Company's experience and business model to strengthen its position and to develop sustainable business in new areas.
- Transformation programs to increase return for customers: Fast4Ward®, focusing on better performance, delivered faster, and emissionZERO™, focusing on the decarbonization of products.
- Concrete SDG-related targets for the short- and long-term, and delivering on the roadmaps to achieve these targets.

Based on these guidelines, SBM Offshore is developing its product portfolio within the oil, gas and renewable energy sectors.

## OIL

### FPSO

The global market for FPSOs can be roughly split into three segments (new-build, large conversions and small conversions), with SBM Offshore focusing on two of them :

- New-build FPSOs, with production volumes typically around 200,000 barrels of oil per day, which are the focus of SBM Offshore's Fast4Ward® FPSO. The Company has built three Fast4Ward® Multi-Purpose Floater hulls allocated to FPSO EPC projects, with two more hulls ordered in anticipation of future projects.
- Large conversion FPSOs, which are SBM Offshore's traditional market. Oil tankers, also known as Very Large Crude Carriers (VLCCs), are converted to FPSOs with production capabilities of up to 150,000 barrels of oil per day. In 2019, SBM Offshore completed the conversion of *Liza Destiny* (FPSO), currently operating in Guyana.

SBM Offshore is taking a selective approach to market opportunities focusing on the main FPSO markets of Brazil and Guyana where the majority of low break-even oil-price prospects are concentrated. The Company is also developing business in other regions. Looking ahead, up to 24 FPSO projects could reach FID between 2021-2023.

### GAS

The Company has developed a portfolio of products and a business strategy to be positioned for the evolving global energy mix, where gas has an increasing role as replacement for coal as a fuel.

### LNG to Power


The Company is developing solutions in the LNG to power and LNG terminals markets. Demand for LNG-produced electricity is driving the market for near-shore LNG-to-power solutions, which have significant advantages over a traditional onshore gas-fired plants including low-to-nil land acquisition costs, shorter plant delivery schedules and flexibility in relocating to other sites. SBM Offshore has therefore developed a floating power plant concept named LNG2Wire to provide electrification to remote locations and also aimed at large industrial consumers considering a switch to greener power.

### LNG Terminals

For small scale LNG projects, SBM Offshore has developed a jetty-free offloading solution which can aid remote areas, such as islands, to switch to LNG, producing cleaner power from cleaner fuel.

# 1 BUSINESS ENVIRONMENT

## DEEP WATER EXPERIENCE BY WATER DEPTH



Water Depth	FPSO Name	Capacity (bpd)	Location	
SHALLOW WATER < 500M	475m	FPSO <i>Serpentina</i>	110k	Equatorial Guinea
	720m	FPSO <i>Saxi Batuque</i>	100k	Angola
	728m	FPSO <i>Mondo</i>	100k	Angola
DEEP WATER 500M TO 1,500M	960m	FPSO <i>Aseng</i>	80k	Equatorial Guinea
	1,221m	FPSO <i>Cidade de Anchieta</i>	100k	Brazil
	1,250m	N'Goma FPSO	100k	Angola
	1,365m	FPSO <i>Kikeh</i>	120k	Malaysia
	1,485m	FPSO <i>Capixaba</i>	100k	Brazil
	ULTRA DEEP WATER >1,500M	1,525m	Liza <i>Destiny</i> (FPSO)	120k
1,600m		Liza <i>Unity*</i> (FPSO)	220k	Guyana
1,780m		FPSO <i>Espirito Santo</i>	100k	Brazil
1,850m		<i>Thunder Hawk</i>	60k	USA
1,900m		<i>Prosperity*</i> (FPSO)	220k	Guyana
2,000m		FPSO <i>Sepetiba*</i>	180k	Brazil
2,100m		FPSO <i>Cidade de Paraty</i>	120k	Brazil
2,120m		FPSO <i>Cidade de Maricá</i>	150k	Brazil
2,130m		FPSO <i>Cidade de Saquarema</i>	150k	Brazil
2,140m		FPSO <i>Cidade de Ilhabela</i>	150k	Brazil

\* under construction

### RENEWABLE ENERGY

SBM Offshore is currently focusing on two renewable energy production markets :

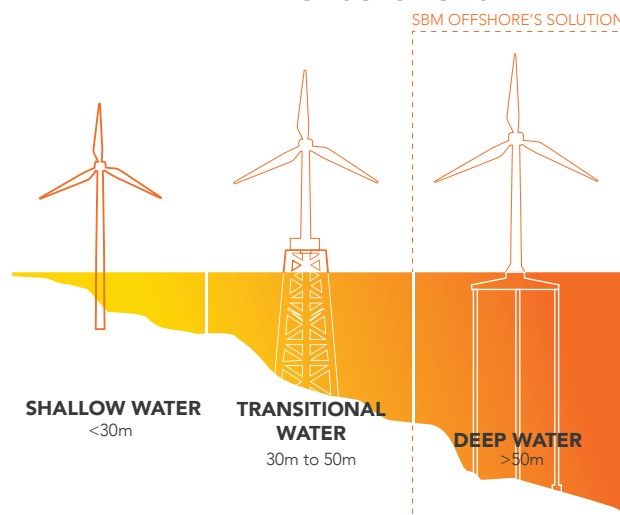
- Floating Offshore Wind (FOW)
- Wave Energy Converter (WEC)

Both markets are in development and are linked to the readiness of innovative technologies. The Company is also investing in research and development of products for other future markets.

#### Floating Offshore Wind

The FOW market is developing worldwide, in anticipation of future commercial projects. The Company is working on its first pilot project, leveraging its experience in the design of floating solutions and mooring systems, to produce an effective FOW solution that can be designed, built and installed on a commercial scale.

### SEGMENTATION OF OFFSHORE WIND ENERGY SOLUTIONS



#### Wave Energy Converter

The nascent wave energy market will emerge in tandem with newly developing technologies, of which SBM Offshore's WEC S3® is an example. The first pilot project of this technology, which uses electro-active polymers and has no mechanical components, is under development. The Company's solution is aiming for low capital and operating costs to achieve a low Levelized Cost of Energy (LCOE).

### Future Markets

SBM Offshore is also investing in research and development of products within selected segments that support the energy transition, such as Energy Storage, Hydrogen and Ammonia technologies.

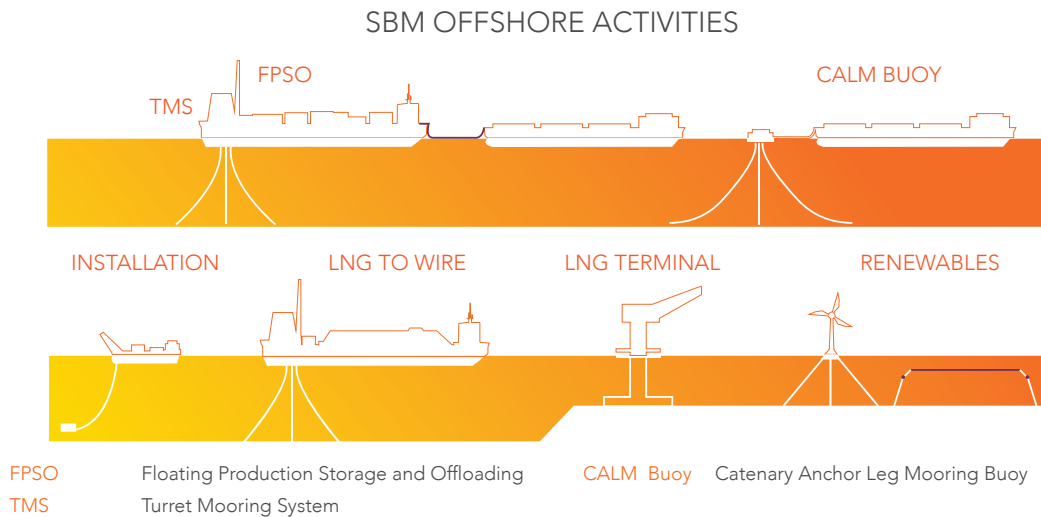
### OPERATING STRUCTURE

The Company's main activity is the design, supply, installation, operation and life extension of Floating Production Storage and Offloading (FPSO) vessels, which are either owned and operated by SBM Offshore and leased to its clients on a long- or short-term basis or supplied on a turnkey sale basis. SBM Offshore also focuses in the design and supply of products in the Gas and Renewable energy market and services. In addition, other products such as Turrets & Mooring Systems and Offshore Terminals are part of its portfolio.

The Company's financial performance is managed through the operating segments of Turnkey and Lease & Operate and Other as explained in section 2.1.5 and the financial statements in chapter 4.

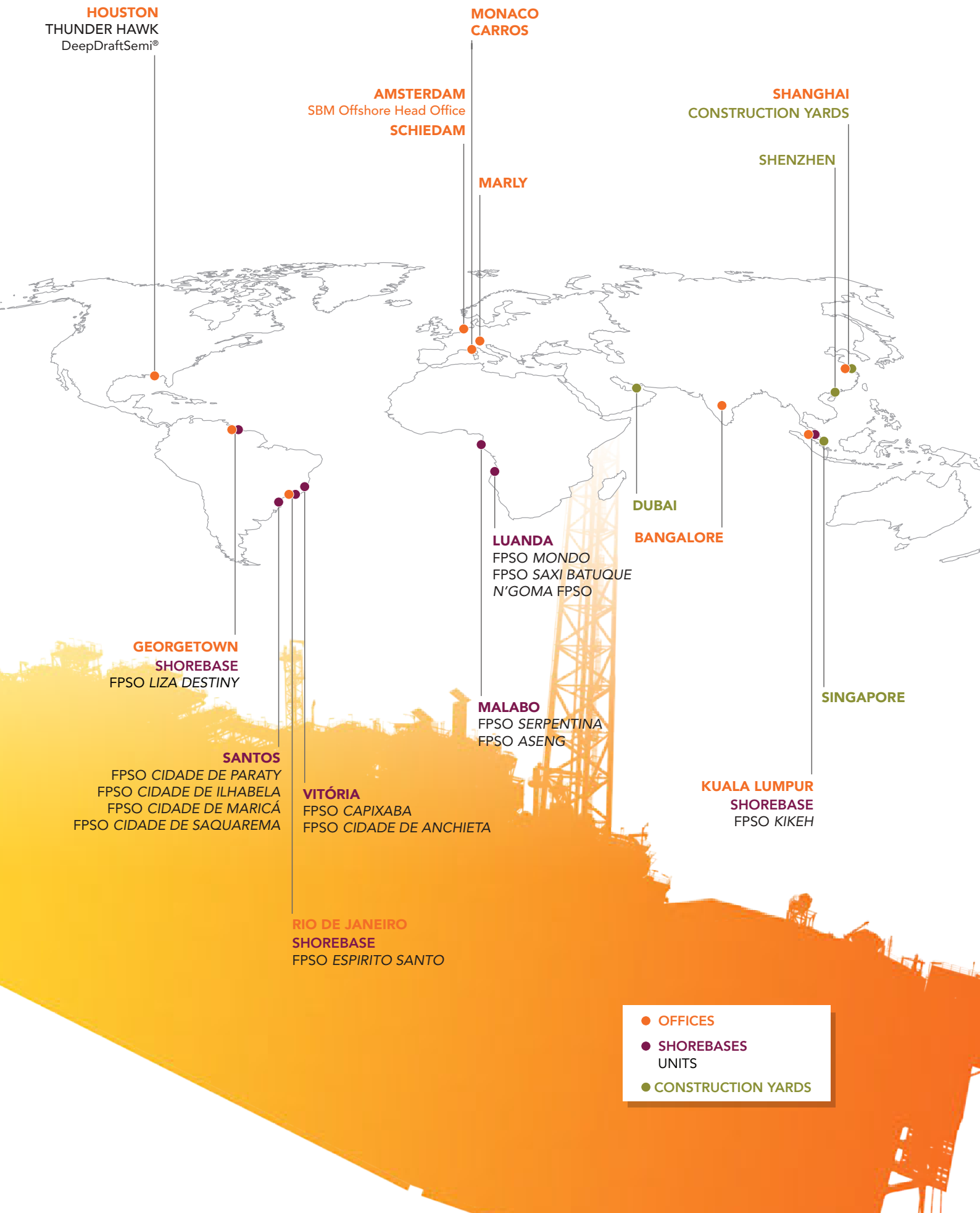
At year-end, the Company operated a fleet of 14 FPSOs and one semi-submersible worldwide and had gained almost 350 cumulative contract years of operational experience.

Headquartered in Amsterdam, SBM Offshore employs approximately 4,570 people worldwide, including joint ventures (JV) company employees but excluding contractors. Employees are spread over key regions in offices, operational shore bases, and onboard vessels.





# SBM OFFSHORE GLOBAL PRESENCE







# 1 BUSINESS ENVIRONMENT

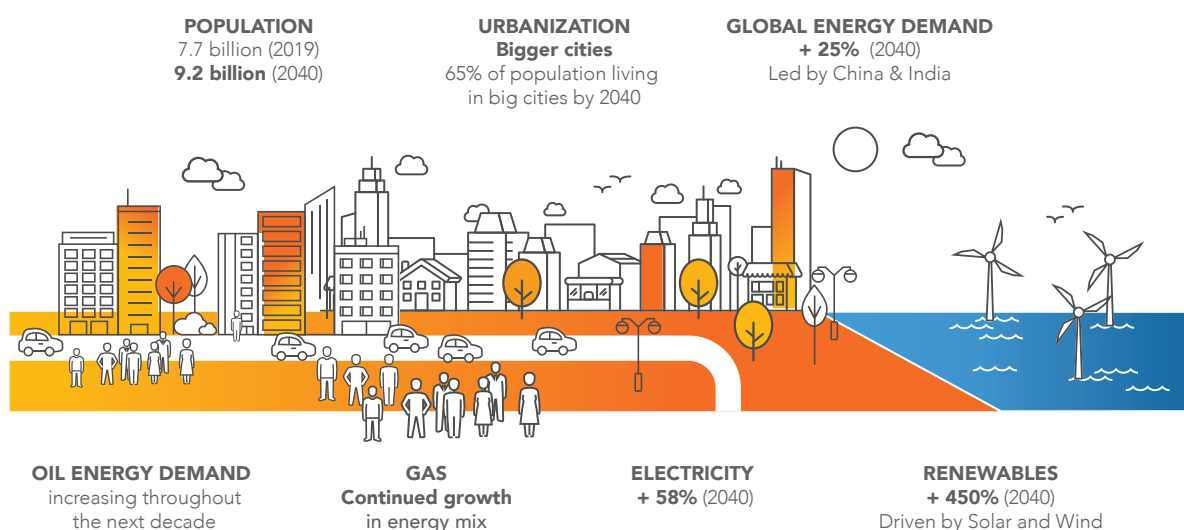
## CURRENT, NEAR-TERM AND FUTURE IMPACTS ON COMPANY ACTIVITIES

The COVID-19 pandemic has impacted the global economy and the demand for energy, with some offshore developments cancelled or deferred. Most of the Company's projects still proceeding are located in SBM Offshore's key markets, demonstrating the value of a disciplined approach to market opportunities.

During 2020, the energy transition and the demand for lower-emission solutions have been accelerating, with clients repositioning and adjusting their strategies towards

operating in a carbon neutral environment. In addition, there is an increasing focus across most sectors on Environmental, Social and Governance (ESG) targets. SBM Offshore is following these trends closely and is continuously assessing its strategy and performance against them. Hence, the Company has set targets under the Sustainable Development Goals framework, launched the emissionZERO™ program and announced its ambition to increase the Company's revenues from Renewables and Gas to 25% of the total by 2030, further details of which can be found in sections 2.1.6 and 2.2.

## OUTLOOK OF WORLD ENERGY DEMAND



Sources: IEA World Energy Outlook, United Nations World Urbanization Prospects 2019, worldometers.info

## MACRO TRENDS

By 2040, the world population will surpass 9 billion people, with 65% of the total population living in big cities close to the oceans. Global energy demand is set to grow by more than 25% in the coming decades. While oil and natural gas will still play a significant part in the primary energy mix, renewable energy is increasing its share. The demand for oil is expected to continue to grow in the coming years after which it should plateau towards the end of the decade at approximately 102 million barrels a day. Despite this, field depletion plays an important role for new greenfield projects to be sanctioned. Supply gaps are probable and offshore deep water oil production will continue in the years to come.

Geopolitical events make energy supply and demand inherently volatile. SBM Offshore has a solid foundation to cope with such market volatility owing to its long-term Lease and Operate contracts with very low lifting costs. Furthermore, SBM Offshore is applying its principle-based

Fast4Ward® program across its product portfolio, enabling 'Better Performance, Delivered Faster'. Fast4Ward® is part of the Company's effort to fast-track projects, reduce risks and provide reliable execution plans, making projects even more competitive and delivering more value for our clients by facilitating quicker production start-ups.

The Company expects that, in the coming years, a combination of a robust technology portfolio, strong project management and engineering capabilities, operations expertise and financing capabilities will be needed to deliver sizeable deep-water projects across the energy mix. In addition, its success will depend on partnering with other companies similarly committed to its energy transition strategy and activities, with a focus on lifecycle value of projects, from early client engagement till recycling phases.

Section 1.4.3 presents Climate Change Scenarios which provide insight into various possible developments relating to decelerated and accelerated energy transition paths.

## 1.2.2 STAKEHOLDERS AND MATERIAL TOPICS

The main stakeholders are the Company’s employees, shareholders, lenders, clients, business partners and suppliers. Other important stakeholders are export credit agencies, governments in operating areas, local communities, non-governmental organizations (NGOs), industry associations, universities, researchers and potential investors. Throughout the year, SBM Offshore engages with these stakeholders as part of daily business to capture their feedback. Stakeholder feedback is used to further develop SBM Offshore’s strategy and target setting, including SDGs.

In 2020, engagement through digital means had an important role. SBM Offshore undertook video

conferencing with its key stakeholders for an in-depth dialogue on ‘material topics’, i.e. those topics that could materially impact value to SBM Offshore and its stakeholders (see graph below for the list). Furthermore, employee engagement was set up through Management Calls on latest developments. A blog, Keep Connected, was launched for SBMers to stay connected during times of confinement. The Annual General Meeting was hosted online as well as a lender’s roundtable and various client engagements.

### MATERIALITY ANALYSIS

In order to understand stakeholder views and the impact SBM Offshore has on them, SBM Offshore carries out a Materiality Analysis. Materiality interviews are carried out to validate the Company’s strategy and derive an updated overview of material topics. These are topics considered a) most important to our stakeholders and b) to have the highest impact on the Business context. Below figure shows the process taken with further explanation in section 4.8.2.

#### APPROACH TO MATERIALITY ANALYSIS



The **10 material topics** are Ethics & Compliance; Employee Health, Safety & Security; Energy Transition; Economic Performance; Market Positioning; Operational Excellence; Emissions; Innovation; Digitalization and Retaining & Developing Employees. Definition of these and other key topics are found in section 4.8.2. Compared to 2019 the topic of Energy Transition strongly increased in importance and (reduction of) emissions became a material topic.

**Ethics & Compliance** and **Employee Health, Safety & Security** are seen as prerequisites to be in business.

Vendors and partners, especially, rank both topics very highly and aspire to comply with SBM Offshore’s high standards. The regulatory and NGO institutions ranked Ethics & Compliance as the most important topic. Clients put Employee Health, Safety, and Security first, with Ethics & Compliance in the top five. Clients also see Process Safety Management as a critical topic in ensuring high safety standards and mitigating the risk of hazard accidents. Employee Health has proven to be a critical topic during the COVID-19 pandemic. Furthermore, Human Rights are

increasingly embedded in the industry’s approach to Employee Health Safety & Security. SBM Offshore takes an active role, as explained in section 2.1.2.

A topic that has gained importance over the past years is the **Energy Transition**. Many of the stakeholders agree that the energy transition is one of the key challenges this industry is facing. Often the energy transition is referred to as critical in dealing with Climate Change-related challenges, at the same time as providing a source of future economic value.

Stakeholders see a role for SBM Offshore in applying its experience, technology and capability to helping to make the energy transition happen. Employees value the commitment of the Company as it allows them to work on renewable energy and other innovative, lower carbon solutions. Furthermore, investors and lenders are interested in working with industry players on the development of new energy solutions. Supply chain partners of SBM Offshore

# 1 BUSINESS ENVIRONMENT

are typically involved in gas and renewable energy developments that contribute to cleaner energy supply.

When it comes to **Economic Performance** – SBM Offshore’s integrated business model is seen as a strength. Clients and lenders see strong benefit in a an integrated contractor that can manage complex projects and risks, and offer financing solutions to enable large offshore developments. A robust business model is critical in navigating shorter market cycles and increased volatility. **Market Positioning** is seen as driver for future economic performance and referred to as key enabler in attracting and retaining talent. Strong ranking in ESG-ratings is seen as a positive contributor to market positioning.

For most stakeholders, **Operational Excellence & Quality** drive predictability, which is especially sought after in CAPEX- and resource-intensive projects with a global footprint. The same applies for operation of the fleet and managing a global supply chain. Class society companies – providers of classification and certification services – take a specific interest in this area. Joint Venture partners of SBM Offshore also value operational excellence and quality as they enable predictable benefits from their stake in the asset.

**Emissions** remain a material topic now and will do so in the future. The topic applies to both air- and ocean-related emissions, with Green House Gas (GHG) emissions dominating concerns. Clients and vendors are increasingly committing to Net Zero ambitions, in line with the Paris Agreement, with programs being put in place to reduce CO<sub>2</sub> and methane emissions.

**Innovation** matters to our stakeholders as a source of future value. Stakeholders refer generally to technology development – although innovation is seen broader. For instance, stakeholders see business model transformation – such as SBM Offshore’s Fast4Ward® program – as innovation. Regarding **Digitalization**, stakeholders see strong potential in leveraging data and digital technology to define new business and ways of working, as well as partially mitigating the challenge of attracting talent to the industry. During 2020, many of our stakeholders increased digitalization efforts to face the challenges of the pandemic.

**Retaining and developing employees** is a material topic for multiple reasons, most importantly because large resource-intensive projects such as offshore field developments rely heavily on best practices and past experience. Experienced staff increase efficiency and reduce risk in projects.

Our ongoing engagement with stakeholders, as well as the Materiality Interviews, has reinforced SBM Offshore’s Vision, Values and Strategy. It also confirms some of the risk mitigations highlighted in section 1.4.

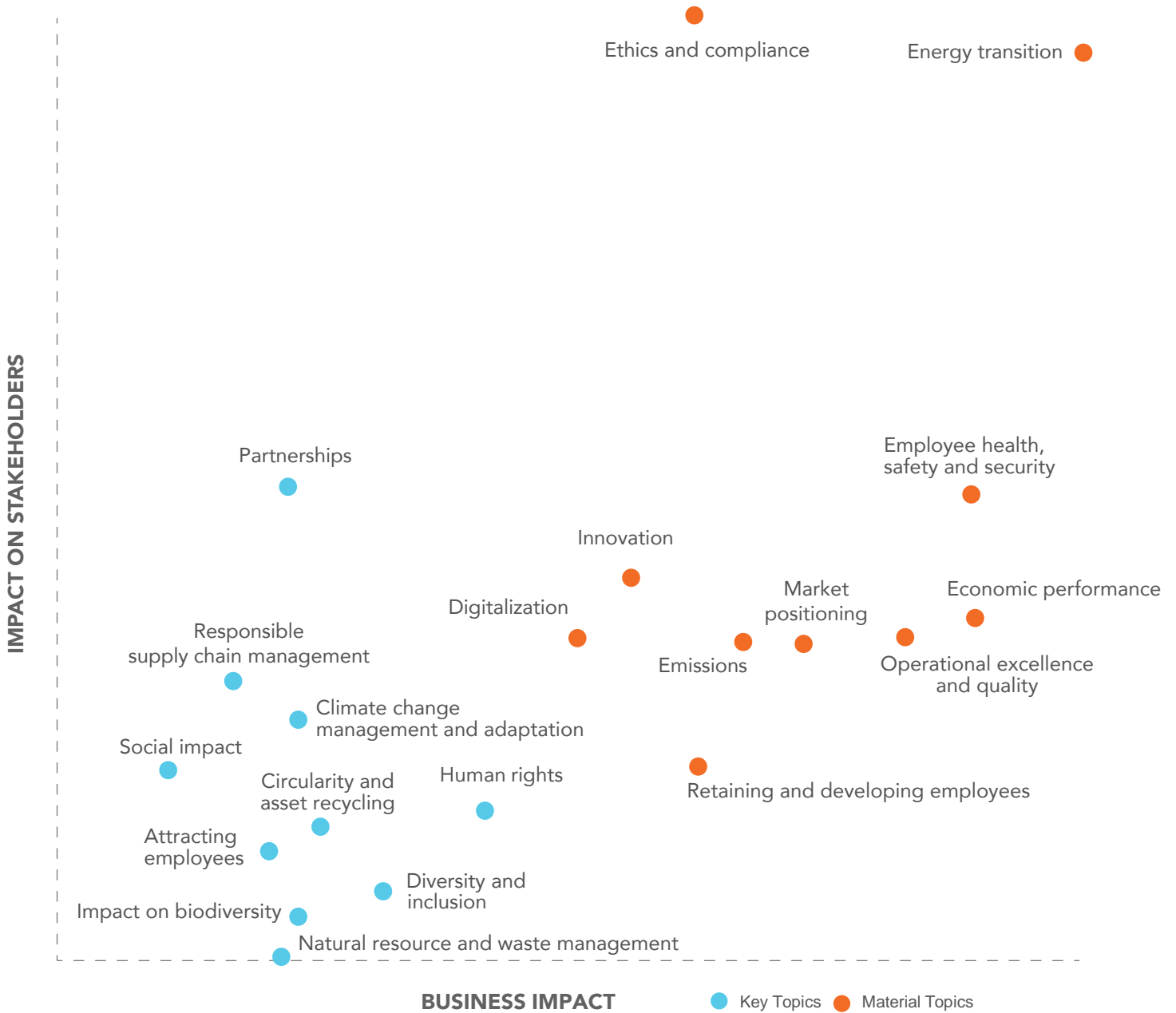
Above all, the material topics indicate that the industry faces potential conflicting dilemmas, the key ones being :

1. The tradeoffs between *safe, sustainable* and *affordable* in developing energy projects.
2. The tradeoffs within and between different stakeholders as interests differ between groups, but also at times, within same stakeholder groups.

Having the right Vision and Values provides a strong framework for balancing these tradeoffs, setting objectives, defining a strategy and managing performance accordingly, as explained in this Annual Report.



## MATERIALITY MATRIX



# 1 BUSINESS ENVIRONMENT

## 1.3 STRATEGY AND VALUE CREATION

### 1.3.1 VISION AND VALUES

#### OUR VISION

Through its Vision and subsequent action, SBM Offshore helps societies and other stakeholders to accomplish the Energy Transition in a meaningful way. **Safe, Sustainable & Affordable Energy for Generations to Come** will require renewable energy and cleaner forms of fossil energy – provided by leading companies with the right ethics. The Company commits to this, lowering the impact of Climate

Change without interrupting the essential supply of energy needed to support societies. The contribution and participation of global energy companies and service providers like SBM Offshore is essential to achieve this. Many people, especially in less developed economies depend on the relevant experience and resources of those companies. This is where SBM Offshore's products within the segments of oil (FPSO), gas (LNG to Power and Terminals) and renewables (Floating Offshore Wind and Wave Energy) come in. SBM Offshore is partnering with others for this purpose, **sharing experience to make it happen.**



#### OUR VALUES

SBM Offshore's core Values reflect its long history of industry leadership. They are the essence of who each SBMer is and how the Company works. The Values create pride, with each employee embracing them to help realize SBM Offshore's Vision. They form an integrated component of organizational and individual goal-setting, as well as performance evaluation.

##### Integrity

SBMers act professionally and in an ethical, honest and reliable manner. Transparency, doing the right thing and consistency are essential to the way the Company behaves towards all of its stakeholders.

##### Care

SBMers respect and care for each other and for the community. Employees value teamwork and diversity. The Company listens to all its stakeholders. Health, Safety,

Security and the Environment are paramount to everything the Company does.

##### Entrepreneurship

SBMers have an entrepreneurial mindset in everything they do. They deliver innovative and fit-for-purpose solutions with passion. In doing so, the Company aims to exceed its clients' expectations and proactively achieve sustainable growth through balancing risks and rewards.

##### Ownership

SBMers are all accountable for delivering on their commitments and pursuing the Company's objectives with energy and determination. Quality is of the essence. SBMers say what they do and do what they say.

### 1.3.2 AMBITION AND STRATEGY

**SBM Offshore believes the oceans will provide the world with safe, sustainable and affordable energy for generations to come. We share our experience to make it happen.** In order to achieve its Vision, SBM Offshore has developed its strategy using scenario-planning, based on the combination of analysis of energy supply and demand, feedback from stakeholders, trends in the market, the Company's capabilities to perform in its markets and the elements in the materiality matrix (see section 1.2.2).

SBM Offshore's ambition between now and 2030 is to **grow and create long-term value for its stakeholders** and in order to do so, it has set targets and indicators in three main areas: grow free cash flow over the period, ensure a steady flow of new contracts within SBM Offshore's core business (2+ FPSOs a year) and position the Company in the gas and renewables market (to achieve 25% of the Company's revenue in this market by 2030).

In line with its Vision and ambition, SBM Offshore's strategy is based on three strategic pillars: **Optimize, Transform and Innovate** :

- **Optimize** – Improving competitiveness and delivering the backlog, with HSSE and process safety as main priorities; ensuring the highest standards of compliance, operational excellence and quality; focusing on business continuity and on cash generation and preservation.
- **Transform** – Investing in transformation programs and unlocking value for our stakeholders: Fast4Ward®, Digital Transformation, Sustainability and emissionZERO™.
- **Innovate** – Preparing for the future, investing in Technology and Innovation, and focusing on the Energy Transition.

SBM Offshore manages its performance through a balanced scorecard framework and performs scenario planning based on its own market research and that of recognized data intelligence agencies.







## OUR STRATEGY AND MATERIAL TOPICS

**ECONOMIC PERFORMANCE**  
Ambition: Grow free cashflow

**ETHICS & COMPLIANCE**  
Zero Tolerance for deviations

**HEALTH, SAFETY & SECURITY**  
No Harm, No Leaks, No Defects



**OPERATIONAL EXCELLENCE & QUALITY**  
Target Excellence program

**RETAINING & DEVELOPING EMPLOYEES**  
People Development program

**MARKET POSITIONING**  
Fast4Ward®

Ambition:  
2+ FPSOs per year

Sustainability  
Action



**EMISSIONS**  
emissionZERO™

**DIGITALIZATION**  
Digital Transformation program

**ENERGY TRANSITION**  
Ambition: 25% of 2030 activity  
from Renewables and Gas



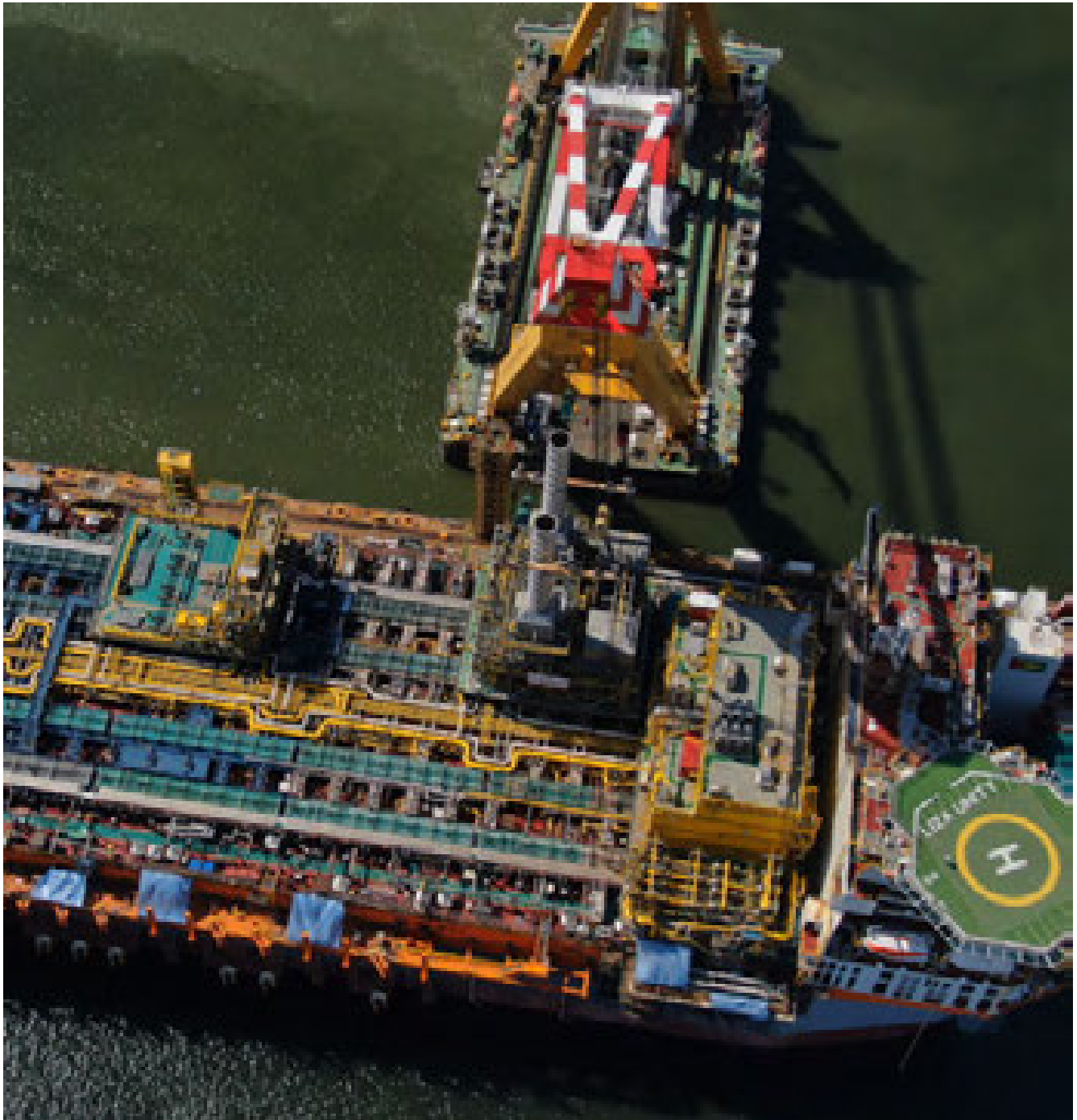
**INNOVATION**  
>50% of R&D budget spent  
in non-carbon technology in 2020



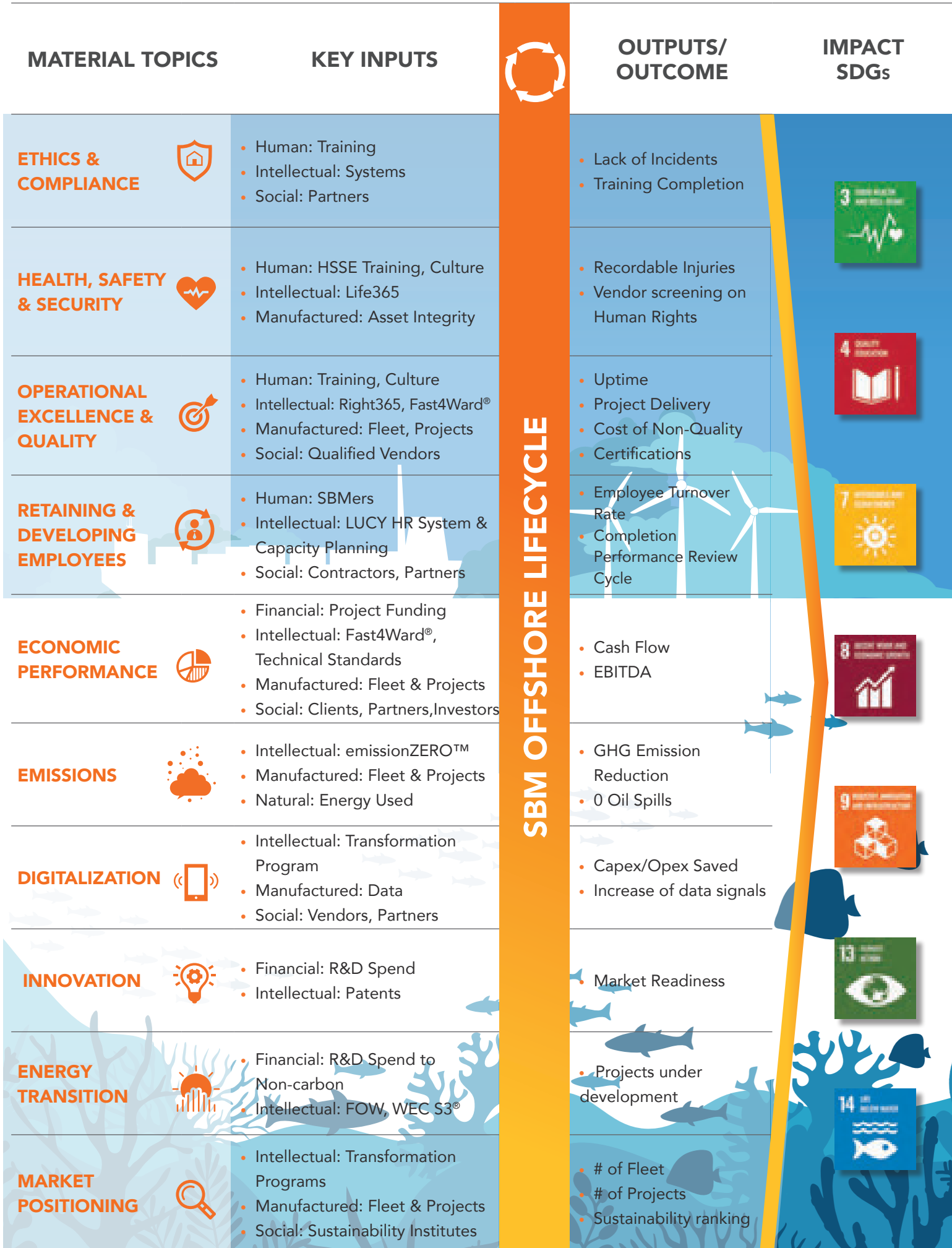
### 1.3.3 VALUE CREATION

Supplying safe, sustainable and affordable energy from the oceans is the basis for long-term stakeholder value, which is defined by the 10 material topics (explained in section 1.2.2) and which form the basis for sustained value creation. Value is defined by the results achieved on the material topics, the associated benefits for the Company's stakeholders and the impact the Company has on Sustainable Development Goals. The outcomes are described in sections 2.1 and 2.2.

In order to create value for stakeholders, SBM Offshore assigns resources to activities along the project lifecycle. The value creation model, below, connects stakeholder expectations with the Company's activities and its overall impact on the external environment. For each material topic the model describes how the Company deploys capital, which flows into various activities of the business model. The outputs from the business model create value for stakeholders and have an impact on SDG contributions.



# VALUE CREATION MODEL



## VALUE PLATFORMS

SBM offshore sustains value through the following value platforms: *Ocean Infrastructure*, *Growing the Core* and *New Energies*. SBM Offshore's **Ocean Infrastructure** is the value platform delivering safe, sustainable and affordable energy. Over the past few years, SBM Offshore's fleet has become increasingly efficient, with a lower carbon footprint and a leading uptime and safety track record. **Growing the Core** is the value platform for business transformation, i.e. continually bringing to market improved value propositions, for example, Fast4Ward® drives better performance, delivered faster, and through the emissionZERO™ program, the Company is working towards Net Zero in line with stakeholder expectations. Through the delivery of **New Energies** – the third value platform – SBM Offshore takes ownership of the energy transition. SBM Offshore's strategy is to position the Company in this growing market sector as the energy mix

evolves to give renewables a more dominant role.

SBM Offshore is investing in technology development for renewable energy, especially in floating offshore wind and wave energy. See section 1.3.2 and chapter 2.

The Value Platforms are governed through the following organizational entities: Operations (Ocean Infrastructure) – the pillar reported under Lease & Operate – Floating Production Systems (Growing the Core) and New Energies and Services (New Energies) – the main segments reported under Turnkey. *Services* in the third entity cover activities that leverage our operational data, digital solutions and our expertise to continue to deliver value to our customers. These entities are supported by the key pillars of Group HSE and Operational Excellence and Global Resources & Services. Corporate Functions enable and control the business of the Company.

## ORGANIZATION MODEL



## LIFECYCLE VALUE

The Company's clients typically control the complete value chain, from the initial offshore exploration phase to the physical distribution of energy. SBM Offshore adds value along the full lifecycle of ocean infrastructure projects via its Terminals products, such as CALM Buoys.

## R&D and Business Development

SBM Offshore engages in research and (product) development. Business Development works on early market opportunities and Product Development on further improvement of SBM Offshore's solutions and the commercial management of prospects. After commercial success, the Project Execution phase begins, during which the Company executes Engineering, Procurement, Construction & Installation (EPCI).

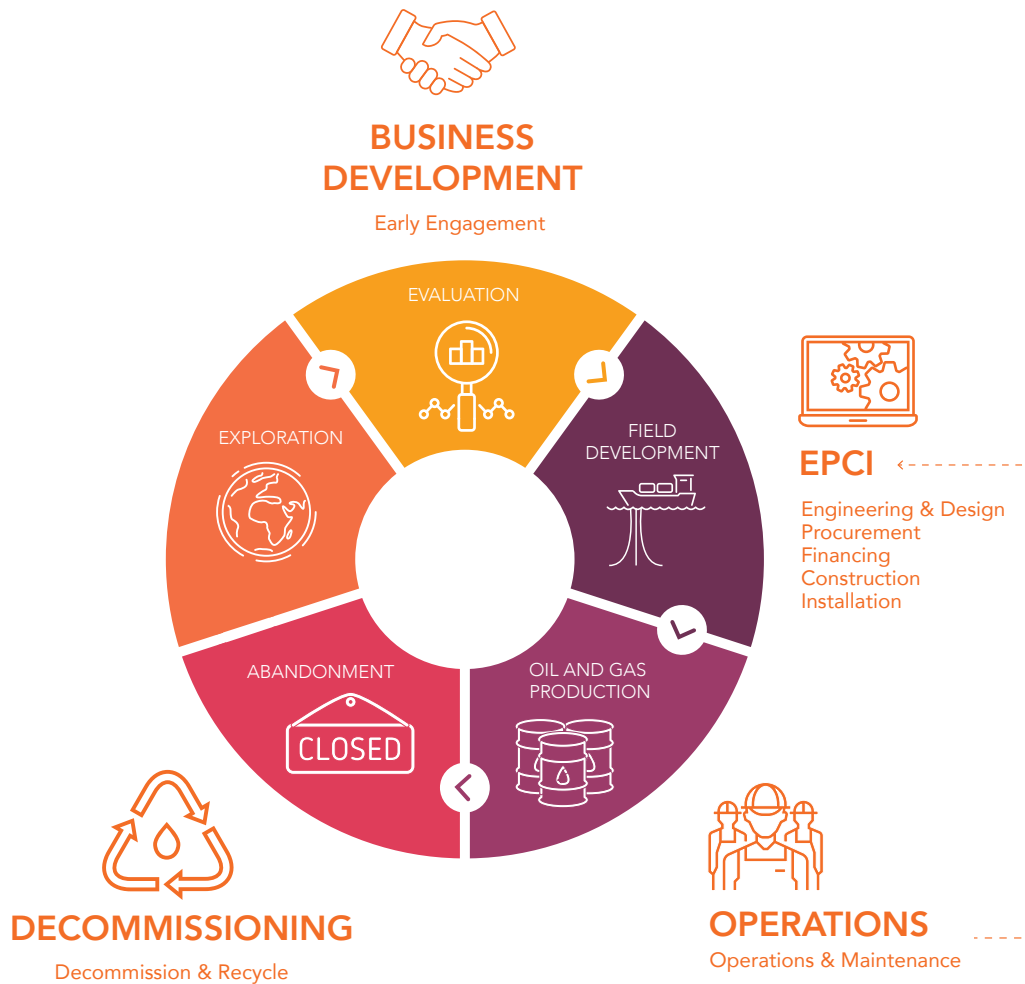
## EPCI

Engineering & Design delivers conceptual studies, basic design and detailed design through in-house resources. As procurement of equipment and services represents a substantial part of the total cost of constructing a floating production system. The Company has an integrated supply chain, in line with its Fast4Ward® principles, partnering with suppliers to develop efficient delivery of bulk equipment and services.

While maintaining responsibility for delivery and project management, SBM Offshore outsources most construction activities and has agreements in place with yards that allow delivery of floating production systems through different execution models and local content requirements. The installation of floating facilities is done using specialized

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installation vessels and requires specific engineering expertise and project management skills.



## Operations

SBM Offshore mostly operates the facilities it delivers to clients. This activity creates value for clients, as the uptime performance of the facility directly impacts the amount of energy produced. In most contracts, this activity is compensated for by a fixed dayrate complemented by an operating fee. Income is independent of oil price fluctuations.

An FPSO processes the well fluids into stabilized crude oil for temporary storage on board, before being transferred to a shuttle tanker for export from the field. Oil and gas enhanced recovery systems are used to maintain production levels, with secondary recovery systems for gas injection, water injection and gas lift systems being installed on the production facility. SBM Offshore's latest FPSO designs include CO<sub>2</sub> removal from gas streams for reinjection into the well offshore.

## Decommissioning and Recycling

At the end of the lifecycle, facilities are decommissioned and recycled. As leased FPSOs are under SBM Offshore's full or co-ownership, the Company applies the Hong Kong Convention rules and the principles of the EU Ship Recycling Regulation – or equivalent standards should EU Ship Recycling Regulation not be applicable – to recycle its units, with the use of certified and regularly audited recycling yards. The processes surrounding the end-of-life recycling of products are vital to sustainability and SBM Offshore works to ensure that green recycling is carried out and that internationally-recognized regulations are followed. SBM Offshore has a 'Vessel Decommissioning and Recycling Process', which details the key steps in conducting the green recycling of an offshore unit.

The Company works with recycling facilities that have adequately trained management and staff and the required

health and safety procedures in place. The Company's process includes inspecting all vessels for hazardous materials and ensuring a controlled removal and disposal of such materials as part of the decommissioning and recycling of the vessel. SBM Offshore considers the environmental and social impacts related to the decommissioning and recycling activities of each vessel, with the objective of minimizing adverse impact.

**Financing**

The Company ensures optimum results for clients by offering various financing models :

- Under a Lease and Operate contract, the facility is sold to asset-specific companies to charter and operate the asset for the client throughout its lifecycle. The project debt financing is arranged at the asset-specific company level, based on the facility's value (which is based on construction costs and a margin). SBM Offshore's Revolving Credit Facility is generally used to cover the period before project debt financing is in place. The Company tends to optimize debt financing in asset-specific companies on a 'non-recourse' basis, in order to optimize return on equity and achieve an appropriate balance of risk allocation. Upon acceptance of the production system by the client, generally upon production start, the Company's corporate guarantee is

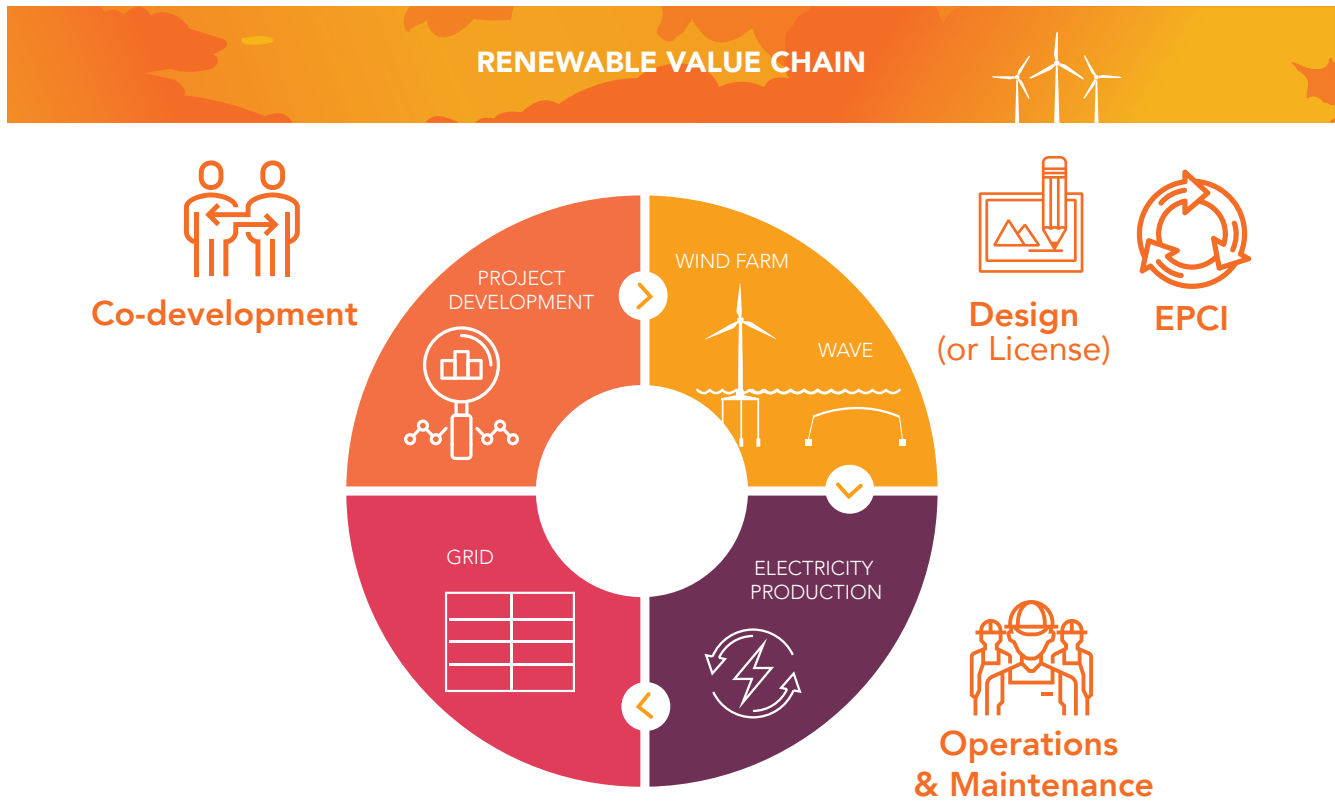
relinquished and the project debt becomes non-recourse to the parent.

- Under a direct sale, the construction is financed by the client, and a margin is generated from the turnkey sale.
- Under a hybrid of the two above, such as the build-operate-transfer (BOT) model, SBM Offshore builds and commissions the unit, operating it during a defined period (the crucial start-up phase). The transfer of ownership to the client then occurs at the end of this defined period.

**Renewable Energy**

The above lifecycle approach applies to renewable energy markets as well. The Company is leveraging experience from other floating production systems markets to ensure safety, sustainability and affordability of renewable energy. Whereas the Company's clients are developing renewable energy projects – ensuring electricity is distributed to grids – SBM Offshore co-develops and delivers various solutions and services, most notably being :

- The design of innovative floating renewable energy systems, e.g. Floating Offshore Wind and Wave Energy.
- The Engineering, Procurement, Construction and Installation of those systems.
- Support to the Operations and Maintenance of floating renewable energy systems.



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## 1.4 RISK MANAGEMENT

### 1.4.1 RISK APPETITE

The Risk Appetite Statement 2020 sets the boundaries within which SBM Offshore is willing to take risks in pursuit of its strategic objectives. The Management Board reviews the Risk Appetite Statement annually to ensure that the Company maintains the balance between risk and reward, relative to potential opportunities. The measurement of the underlying metrics is done every quarter and presented to the Supervisory Board. The Company has two explicit 'zero tolerance' criteria:

#### 1. HSSE and Process Safety Management:

SBM Offshore has zero tolerance for harm to people from exposure to health, safety or security threats or for damage to its assets or the environment in the execution of its activities, of which the mitigating measures are explained in sections 2.1.2 and 2.1.3.

#### 2. Compliance:

SBM Offshore has zero tolerance for activities that are non-compliant with the SBM Offshore Code of Conduct, its anti-corruption policy and any related applicable laws and regulations. The Company will not work with a business partner, contractor, vendor and/or client that is :

- sanctioned from business by the United Nations, and/or
- whose decision makers/company executive leaders do not share the same compliance principles as SBM Offshore, and/or
- do not have a compliance program proportioned to its size/activities and in accordance with the Foreign Corrupt Practices Act (FCPA) guide or national laws.

Mitigating measures are explained in sections 2.1.1 and 2.1.2.

Additional significant parts of SBM Offshore Risk Appetite Statement are displayed below.

SBM Offshore has no- or a well-defined limited appetite for ...	Mitigating measures explained in Material Topic
... deviations or violation of the Company's Sustainability and Human Rights commitments (including those to reduce emissions)	2.1.9 Energy Transition, 2.1.6 Emissions and 2.1.2.1 Human Rights
... corporate acquisitions/investments which could materialize into process safety risks	2.1.2 Employee Health Safety and Security
... projects or operational activities that do not anticipate environmentally-sound scrapping or recycling	2.1.2 Employee Health Safety and Security
... Turnkey or Lease and Operate business below targeted profitability	
... balance sheet risk as a result of commercial opportunities for which the bankability cannot be reasonably confirmed	
... financial exposure from unallocated MPFs (i.e. without the MPF being financially committed to by a customer)	2.1.5 Economic Performance
... issuing Parent Company Guarantees (PCGs) on post-completion debt for our FPSO business	
... Cost of Non Quality for projects prior to and after warranty commencement	2.1.3 Operational Excellence and Quality
... engagement with vendors that are rated as unsatisfactory as a result of our vendor qualification process	2.1.3 Operational Excellence and Quality
... activities outside its focus areas in terms of company and product strategy	2.1.10 Market Positioning
... disruption due to application of unproven technologies	2.1.8 Innovation
... conduct of its activities exposing the Company considerably to cyber security risks	2.1.7 Digitalization
... engagement in projects without the appropriate resourcing of key positions	2.1.4 Retaining and developing employees

## 1.4.2 MATERIAL RISKS TO THE BUSINESS

### SIGNIFICANT RISKS TO THE BUSINESS

The Offshore Energy industry and the execution of the Company's strategy expose SBM Offshore to a number of inherent business risks. The table below summarizes identified significant risks and the Company's response to them.

STRATEGIC RISKS		FINANCIAL RISKS	
Oil price dependency	==	Funding	↑
Climate Change	==	COMPLIANCE RISKS	
Technological developments	↑	Changes in laws and regulations	==
Portfolio risks	==	Governance, transparency and integrity	==
Competitiveness	↓		
OPERATIONAL RISKS			
Process safety events	==		
Project execution	↑		
Transformation risk	↓		
Social License to Operate	↑		
Cyber Security and data protection	↑		
Human capital	==		
Enduring effects of pandemic	↓		

**RISK EXPOSURE \***

↑ RISK IS INCREASING      ↓ RISK IS DIMINISHING      == RISK IS STABLE

*\* Management assessment of how the inherent risk (i.e. excluding our mitigating measures) is expected to develop in the coming 3 years, compared with the previous year*

RISK	DEFINITION	RESPONSE MEASURES
<b>Strategic Risks</b>		
Oil price dependency	Dependency on the oil price remains an inherent Company risk. The Company continues to be mindful of this dependency over the long-term, where a negative development, with delays or cancellations of planned investments, could lead to a severe effect on SBM Offshore's new order intake.	Focusing on cost optimization and de-risking remains a priority for the Company, along with diversifying the product portfolio, e.g. to have 25% of 2030 activities to be in gas and renewables. The Company maintains offering highly competitive solutions to its clients.  See section 2.1.10 Market Positioning
Climate change	SBM Offshore could face the impact of an accelerated energy transition driven by, among other things, climate change. The Company may miss business opportunities if it does not succeed in (i) developing competitive technologies to enhance its Gas & Renewables product portfolio and (ii) enhancing the energy efficiency of its existing offerings.	SBM Offshore regularly updates its strategy in light of the evolution of the energy landscape. It is enhancing its gas and renewables product portfolio through investment in new technology. In addition, SBM Offshore is reducing the emissions of its existing units through emissionZERO™.  See sections 1.4.3 Climate Change Risk & Opportunity and 2.1.9 Energy Transition



# 1 BUSINESS ENVIRONMENT

RISK	DEFINITION	RESPONSE MEASURES
Technological developments	SBM Offshore is committed to pioneering new technologies, including digitalization, and maintaining a high level of technical expertise. Main risks include the possibility of deploying immature new technologies or implementing proven technologies incorrectly, potentially causing damage to the Company's business results and reputation.	SBM Offshore employs a rigorous Technology Readiness Level (TRL) assessment of new technologies, which are verified and controlled at several stages during the development phase by senior technical experts before being adopted on projects. A strong technical assurance function ensures compliance with internal and external technical standards, regulations and guidelines.  See section 2.1.8 Innovation
Portfolio risks	The Company has a concentration of business activities in Brazil and Guyana. SBM Offshore thus has portfolio risks that may increase the impact of changes in local legislative and business environments, potentially affecting the Company's business results.  The Company recognizes its dependence on a limited number of current and potential clients, as well as project execution challenges in new markets.	SBM Offshore aims to achieve a more balanced portfolio by diversifying into new markets and different products, such as in gas and renewables. The Company conducts thorough risk assessments for new country entries and actively engages with its clients to monitor and mitigate the respective country-related regulatory, commercial and technical risks.  See section 1.2.1 Markets and Activities
Competitiveness	Some of the Company's Product Lines are in- or could be facing- harsh market conditions. To win projects, SBM Offshore needs to remain competitive in terms of price (by reducing costs), schedule (by shortening the date to first oil) and quality (by providing best-in-class products).	To drive better performance, delivered faster, the Company has taken various initiatives in relation to digitalization and standardization, which are the basis for the Company's Fast4Ward® principle-based approach.  See section 2.1 Performance Review
<b>Operational Risks</b>		
Process safety events	The potential acute or chronic exposure to hazards during SBM Offshore's product life cycle can trigger impacts on people, the environment or assets. This can have further impact on other risks identified (such as social license to operate, human capital, access to funding).	The Company has a structured approach to managing HSSE-related risks, under two main streams: i) engagement across the organization through the development of a positive and proactive culture of care and leadership development; and ii) alignment of practices as defined by its management systems. This is supported by competency assurance through human resource management. Tools and processes identify practice improvements and sustain improved performance. SBM Offshore's execution model supports learning, whereby the Operate experience increases knowledge in the decision-making of the Execute phase, bringing safer design options, predictive maintenance and a focus on safety and environmentally critical equipment.  See section 2.1.2 Employee Health Safety and Security
Project execution	Inherent project risks exist, owing to a combination of potential effects of the COVID-19 pandemic, (geo-political) country, regulatory, technical and third-party risks. This could lead to potentially negative impacts on people, the environment, reputation, cost and schedule.	Managing projects is part of SBM Offshore's DNA and is embedded in SBM Offshore's business processes and ways of working. Proper business case analysis, country (entry) risk assessments, suitable project management capabilities and capacities, combined with SBM Offshore's professional ways of working, processes and procedures mitigate project execution risk. Additional risk-mitigating measures are in place related to the knowledge and understanding of the countries in which project execution and delivery take place. Technology and Business Readiness Level (TRL/BRL) practices mitigate specific technical development-related execution risks.  See section 2.1.3 Operational Excellence and Quality



RISK	DEFINITION	RESPONSE MEASURES
Transformation	SBM Offshore is set to reap the benefits of its Fast4Ward® model and Digitalization program. Failure to achieve the anticipated benefits could damage the Company's competitiveness, reputation and credibility with stakeholders. The Company's business optimization program is following a parallel journey, enhancing the Company's capability to embrace new ways of working and incorporate lessons learned along the way.	The Fast4Ward® and Digitalization programs are of the utmost importance to SBM Offshore. Change management has been identified as a key success factor of these programs and therefore change management ambassadors have been appointed and are working closely with the business in the journey towards the new ways of working.  See sections 2.1.7 Digitalization and 2.1.4 Retaining and developing employees
Social License to Operate	Should the perception of oil & gas in the energy transition erode, it could damage the brand, impacting the social license to operate and limiting the Company's ability to finance projects and recruit staff. The effect of this and/or severe breaches of human rights as a result of our activities, could negatively impact reputation and have a material adverse effect.	SBM Offshore's vision is that the oceans will provide the world with safe, sustainable and affordable energy for generations to come. Company strategy flows from this vision and engagement with stakeholders is aimed at creating a joint roadmap in line with this vision. This is substantiated by the pursuit of credible, ambitious sustainability initiatives and disciplined governance, for example, the emissionZERO™ initiative.  See section 2.1.9 Energy Transition
Cyber Security and data protection	SBM Offshore relies on information and data, much of which is confidential or proprietary, which is stored and processed in electronic format. Intrusion into the Company's data systems hosted on servers and offshore equipment may affect onshore and offshore activities. Secondary risks include theft of cash, proprietary and/or confidential information, with potential loss of competitiveness and business interruption.	The evolving nature of cyber security threats in 2020, including effects of COVID-19 when personnel had to work from home, means this topic requires continuous attention. There is an ongoing improvement campaign to reduce risks through investment in hardware, software, monitoring and training. The ability of the IT architecture and associated processes and controls to withstand cyber-attacks and meet recognized standards is subject to 24/7 monitoring, independent testing and audits.
Human capital	The Company aims to source and maintain the correct capacity and capabilities of its human resources to support existing and upcoming projects, as well as maintain the operational fleet. Failure to attract, care for and retain the right level of skills, especially in light of COVID-19, could have an adverse impact on the Company's operations and quality of execution of projects.	In 2020, as a result of COVID-19, the Company was particularly focused on the health and wellbeing of employees. To maintain capacity and capabilities, the Company streamlined its operating model with a Transformation and Restructuring program and put in place a Talent-Development program to engage and retain key personnel, thereby ensuring a sustainable future.  See section 2.1.4 Retaining and developing employees
Enduring effects of the COVID-19 pandemic	Continuation of the COVID-19 pandemic could cause an impact on employees and their families, and on aspects of the project life cycle and supply chain. As a global company, this could cause disruption to the execution of projects and fleet operations.	When the consequences of the COVID-19 pandemic were felt in 2020, SBM Offshore put in place a robust framework which mitigated the impact on the Company and its employees. This framework was run by global and local task forces, consisting of representatives from Health Safety, Security and Environment (HSSE), Human Resources (HR), Project Management and Operations Management, with Management Board oversight.  See section 2.1.4 Retaining and developing employees

# 1 BUSINESS ENVIRONMENT

RISK	DEFINITION	RESPONSE MEASURES
<b>Financial Risks</b>		
<b>Funding</b>	<p>Access to debt and equity funding is essential to facilitate the growth of SBM Offshore's Lease &amp; Operate FPSO fleet and other product lines. Failure to obtain such funding could hamper Company growth and ultimately prevent it from taking on new projects.</p> <p>Financial covenants may need to be met with the Company's Revolving Credit Facility (RCF) lenders, as well as under certain project financing facilities. Failure to comply with the covenants may adversely affect the Company's ability to finance its ongoing activities.</p>	<p>The Company aims to maintain an optimal capital structure and actively monitors its short- and long-term liquidity position, including the RCF and cash on hand. The Company aims to have sufficient headroom in relation to the financial ratios as agreed with RCF lenders. The covenants are monitored continuously, with a short- and a long-term time-horizon. Adequate access to debt and equity funding is secured through use of SBM Offshore's existing liquidity, by selling equity to third-parties, the use of bridge loans and long-term project financing. Debt funding is sourced from multiple markets, such as international project finance banks, capital markets transactions and Export Credit Agencies.</p>
<b>Compliance Risks</b>		
<b>Changes in Laws and Regulations</b>	<p>Changes affecting regulatory frameworks, including tax regulations and regulators' enforcement strategies, if not properly identified and taken into account, may expose the Company to fines, sanctions or penalties. Changes to laws and regulations, for example 'local content' requirements, may expose the Company to additional costs or delays and affect the proposed execution methods for projects.</p>	<p>SBM Offshore takes great care to carry out its activities in compliance with laws and regulations valid in the relevant country, including international protocols or conventions that apply to the specific segment of operation. SBM Offshore values public perception, good relationships with (tax) authorities and is committed to acting as a good corporate citizen. The monitoring of laws and regulations is carried out continuously by the relevant functions and substantive changes are escalated. Furthermore, the financial risk of change in laws and regulations is mitigated as much as possible within contracts.</p> <p>See section 3.7 Company Tax Policy</p>
<b>Governance, transparency and integrity</b>	<p>Fraud, bribery or corruption could severely harm the Company's reputation and business results. It is of the utmost importance that such events are prevented. Failure to live up to the Company's values could lead to the Company incurring financial penalties, reputational damage and other negative consequences.</p>	<p>The Company's Compliance Program provides policy, training, guidance and risk-based oversight and control of compliance, to ensure ethical decision-making. The use of digital tools supports the continuous development of the Company's Compliance Program. The Company's Core Values, Code of Conduct and Anti-Bribery and Corruption Policy provide guidance to employees and business partners on responsible business conduct in line with the Company's principles which are further reinforced by contractual obligations where applicable.</p> <p>See section 2.1.1 Ethics &amp; Compliance.</p>

## 1.4.3 CLIMATE CHANGE RISK & OPPORTUNITY

SBM Offshore's vision for safe, sustainable and affordable energy is founded upon the belief that the Company has a role to play in the challenges that climate change brings. The Company routinely assesses the risks it faces and adapts its strategy in response, including climate change-related risks and opportunities. Activities are supervised by the CEO and CGCO and outcomes are discussed at Management Board level. Frameworks from the Task Force on Climate-Related Financial Disclosures (TCFD) have been used to perform these assessments (see section 4.8.4). The sections below cover mitigations of material risks relating to climate change, social license to operate and portfolio risk.

The Company welcomes engagement on this topic with its stakeholders.

### SBM OFFSHORE'S STRATEGY AND CLIMATE CHANGE

As explained in our Annual Report 2019, key climate change-related impacts are changing the market, policies and physical risks. These impacts still hold and are addressed through the Company's strategy.

Taking part in the energy transition and decarbonization of business operations are key elements in the Company's strategy. SBM Offshore sets targets accordingly – most notably the Ambition 2030, explained in section 1.3 and specific targets under SDGs 7, 9 and 13 as per section 2.2. Below is a description of how the Company mitigates

physical and transitional risks and captures opportunities relating to climate change.

Under the strategy pillar **Optimize**, the Company delivers projects able to face extreme weather scenarios through its Target Excellence approach, including asset integrity and operational readiness. Furthermore, the Company is working to optimize its disclosure under the TCFD framework.

The **Transform** pillar of the Company includes its emissionZERO™ program, under which SBM Offshore addresses decarbonization of its solutions, hence contributing to reduction of greenhouse gases.

Finally, SBM Offshore aims to **Innovate** for the energy transition, i.e. bringing lower and non-carbon energy production solutions to market, such as floating offshore wind and wave energy, as explained in section 2.1.9.

## FUTURE-PROOFING: CLIMATE CHANGE SCENARIOS

SBM Offshore has adopted two climate change scenarios to future-proof current strategy and take appropriate action. The scenarios are based on the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC) data, as explained in section 4.8.4.

1. A **Steady** Climate Change Scenario with a positive impact on climate change, but which falls short of meeting the Paris Agreement goals.
2. A **Bold** Climate Action Scenario providing for strong commitment towards targets, as per the Paris Agreement.

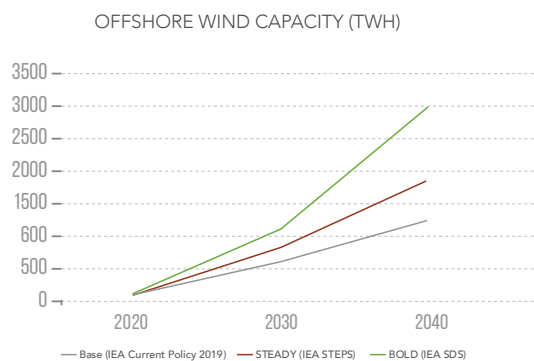
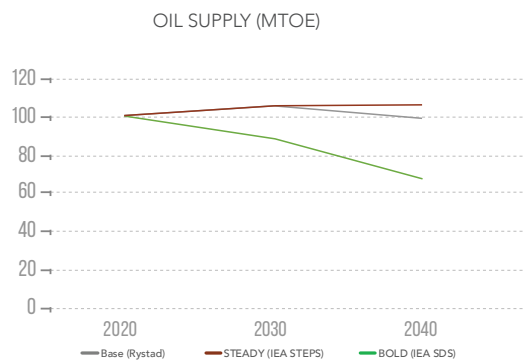
A number of conclusions can be drawn from the two scenarios, based on indicators such as the energy mix, demand for oil, carbon pricing and weather-related indicators such as sea levels, floods, storms and heat waves.

In a **Steady** scenario, oil demand would keep growing until early 2030s – beyond the Company's assumptions in section 1.2. In this scenario, there would be prolonged demand for oil- and gas-related floating energy production solutions. At the same time, the market for renewable energy would more than triple between 2020 and 2040. In the Steady scenario, the world would face a greater adverse physical impact from climate change. Global sea levels might rise between 60 and 110cm by 2100, with rainfall extremes and the number of hot days increasing by 36% and 25% respectively. The physical risk for the Company is a disruption of onshore operations due to extreme weather events and climate patterns, either in its offices or at yard locations. These are less likely to impact offshore operations, as the units are equipped to withstand and/or

avoid extreme weather events as can be seen, for example, in the case of *Turritella* (FPSO) in 2020, helping our client Shell ensure safe operations. The Company mitigates these risks via specific emergency response plans tailored to specific scenarios in each location and more generally, through mitigations for Process Safety Events and Project Execution risks as explained in section 1.4.2. Physical impacts could also provide opportunities for SBM Offshore – i.e. by providing floating energy production systems with high resiliency.

In the **Bold** scenario, the energy mix will change more rapidly towards lower and non-carbon energy sources than is assumed today. The demand for renewable energy will increase more than six-fold between 2020 and 2040 – with demand for offshore wind solutions growing thirty times the 2018 level. This scenario assumes that peak oil will be behind us at this stage, with oil demand decreasing by almost 35% between 2020 and 2040. According to the IEA, this scenario would require a carbon price of US\$43-63 per tonne CO<sub>2</sub> by 2025, leading to additional costs for SBM Offshore and, most notably, its clients. Physical risks in this scenario would still be present, but to a much lesser extent than the Steady scenario.

### Energy mix under steady and bold scenarios (Index 2020 = 100)



# 1 BUSINESS ENVIRONMENT

## CLIMATE CHANGE RISK, OPPORTUNITY & IMPACT

### Steady scenario

- **Key risks** in this scenario are insufficient resources to keep up with demand in core markets, and lower new market development owing to reduced need for diversification and the introduction of local carbon prices
- **Key opportunities** in the Steady scenario are the need for resilient ocean energy solutions owing to increased weather events, a sustained demand for FPSOs and a larger opportunity for renewable energy solutions.

The bottom-line **impact** of the scenario is limited, namely a slight improvement in revenue potential through a stronger FPSO demand outlook and an opportunity for resilient energy production solutions and projects. Any contingency investments needed for weather-related capex investments and operations disruptions would need to be borne by project pricing.

### Bold scenario

- **Key risks** in this scenario are the decrease in demand for FPSOs with a traditional emission profile, insufficient

internal resources to address the energy transition and increasing carbon taxes

- **Key opportunities** in the Bold scenario are the development of new ocean energy solutions that address the energy transition, customer demand for zero-emission oil and gas solutions and the ability to attract new investors supporting SBM Offshore's sustainability agenda. At the same time an increased carbon price would lead to a more favorable business case for renewable energy and emissionZERO™ products.

The bottom-line **impact** of the scenario on SBM Offshore's traditional markets could be significant if unmitigated and, as such, it is covered by scenario planning under the Company's Group Strategy Development and Performance Management approach. This also applies to a further, even bolder, scenario where demand for renewable energy projects would bring a much stronger opportunity than is assumed today. Further detail is provided in the table below.

### SBM Offshore Strategy and additional measures explored per climate change scenario

SBM Offshore Strategy	Steady Scenario	Bold Scenario
<p>The strategy of SBM Offshore addresses climate change related risks &amp; opportunities in the following way :</p> <ul style="list-style-type: none"> <li>▪ <b>Targets</b> : Ambition 2030, SDGs 7, 9 &amp; 13</li> <li>▪ <b>Optimize</b> : Target Excellence approach – including emissions management &amp; asset integrity. TCFD based disclosure.</li> <li>▪ <b>Transform</b> : Fast4Ward®, Digitalization &amp; <b>emissionZERO™</b></li> <li>▪ <b>Innovate</b> : investment in New Energies and associated technology development &amp; services.</li> </ul>	<p>Key impact : Slight improvement in FPSO demand outlook; opportunity for resilient energy production solutions and projects. Additional potential response by SBM Offshore versus current strategy :</p> <ul style="list-style-type: none"> <li>▪ <b>Business Model/Portfolio Mix</b> : Increased focus on asset integrity in light of climate change, alignment of engineering designs with potential change to Metocean data models.</li> <li>▪ <b>Capabilities &amp; Technologies</b> : Further invest in resources &amp; people development perspective in light of emissionZERO™ FPSO. Explore further product development to address climate change adaptation &amp; management.</li> </ul>	<p>Key impact : Demand for traditional product declines; leading to revenue potential declines. Demand for renewable energy projects brings further significant revenue potential. Additional potential response by SBM Offshore versus current strategy :</p> <ul style="list-style-type: none"> <li>▪ <b>Business Model/Portfolio Mix</b> : Increased alliancing within the value chain on renewable energy &amp; decarbonization, leveraging increased carbon price. Decelerate traditional products.</li> <li>▪ <b>Capabilities &amp; Technologies</b> : Increased investment in alternative products and positions within the value chain for energy transition.</li> </ul>















# CHAPTER 2

## PERFORMANCE REVIEW & IMPACT





# INTEGRATED BUSINESS PERFORMANCE OVERVIEW

MATERIAL TOPIC	KEY OBJECTIVES	KEY OUTPUTS
 <b>ETHICS &amp; COMPLIANCE</b>	<ul style="list-style-type: none"> <li>• Zero tolerance for bribery, corruption, fraud or any other form of misconduct.</li> <li>• 2020: &gt;92% Trained on the Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• 0 legal &amp; compliance fines</li> <li>• 95% Trained on the Code of Conduct (onshore)</li> </ul>
 <b>EMPLOYEE HEALTH, SAFETY &amp; SECURITY</b>	<ul style="list-style-type: none"> <li>• No Harm, No Defects, No Leaks</li> <li>• 2020: TRIFR : &lt;0.2</li> <li>• 2020: 90% vendor screening on Human Rights for key vendors</li> </ul>	<ul style="list-style-type: none"> <li>• TRIFR : 0.10</li> <li>• 100% vendor screening on Human Rights for key vendors</li> </ul>
 <b>OPERATIONAL EXCELLENCE &amp; QUALITY</b>	<ul style="list-style-type: none"> <li>• No Harm, No Defects, No Leaks</li> <li>• Uptime at or above 99%</li> <li>• Project schedule, cost, quality</li> <li>• Certifications</li> </ul>	<ul style="list-style-type: none"> <li>• 99.0% Uptime</li> <li>• Project Delivery</li> <li>• Renewed ISO certification</li> <li>• 1 Significant Operational Fine</li> </ul>
 <b>RETAINING &amp; DEVELOPING EMPLOYEES</b>	<ul style="list-style-type: none"> <li>• Hire, retain &amp; develop a diverse workforce with a wide range of competencies</li> <li>• 2020: Talent Review, Mentoring Program</li> </ul>	<ul style="list-style-type: none"> <li>• 97% completion performance review cycle</li> <li>• 13% employee turnover rate</li> </ul>
 <b>ECONOMIC PERFORMANCE</b>	<ul style="list-style-type: none"> <li>• Ambition to grow free cash flow</li> <li>• 2020: Directional EBITDA US\$900 million</li> </ul>	<ul style="list-style-type: none"> <li>• Underlying Directional EBITDA US\$944 million</li> </ul>
 <b>EMISSIONS</b>	<ul style="list-style-type: none"> <li>• emissionZERO™</li> <li>• 2020: 25% flaring reduction SBM Offshore account</li> <li>• 2020: 0 oil spills</li> <li>• 2020: Air travel emissions target setting</li> </ul>	<ul style="list-style-type: none"> <li>• emissionZERO™ program launch</li> <li>• 36% flaring reduction*</li> <li>• 0 oil spills</li> <li>• 20% target set on air travel emissions</li> </ul>
 <b>DIGITALIZATION</b>	<ul style="list-style-type: none"> <li>• Leveraging data &amp; digital technology to increase lifecycle value</li> <li>• 2020: Digitalization Program milestones</li> </ul>	<ul style="list-style-type: none"> <li>• 'Integra' ERP kick-off</li> <li>• Digital Twin on FPSO Prosperity</li> <li>• 37% increase in cumulative number of data signals</li> </ul>
 <b>INNOVATION</b>	<ul style="list-style-type: none"> <li>• Time to market in line with 25% of revenue gas/ renewables by 2030</li> <li>• 2020: TRL qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• 34 TRL qualifications, 4 innovations market ready</li> </ul>
 <b>ENERGY TRANSITION</b>	<ul style="list-style-type: none"> <li>• 25% of revenue gas &amp; renewables by 2030</li> <li>• 2020: 30% Non-carbon R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• FOW EPC project committed</li> <li>• 52.2% Non-carbon R&amp;D</li> </ul>
 <b>MARKET POSITIONING</b>	<ul style="list-style-type: none"> <li>• 2+ FPSOs per year average between 2019-2030</li> <li>• 2020: SDG performance 100%</li> </ul>	<ul style="list-style-type: none"> <li>• 1 FPSO under negotiation</li> <li>• 5 FPSO Projects under construction</li> <li>• 15 assets in the fleet</li> <li>• 93<sup>rd</sup> percentile Dow Jones Sustainability Index</li> </ul>

\* Excl. FPSO Liza Destiny



Throughout 2020, the impact of COVID-19 has been felt around the world. SBM Offshore's priority has been the health and safety of its staff, contractors and their families, along with ensuring safe operations across all the Company's activities. In order to coordinate our emergency response, the Company swiftly put in place a global task force to monitor the situation, on a daily basis, across all locations worldwide.

As the pandemic evolved, the Company adapted to the new reality. In office locations, most staff worked from home and were updated on a regular basis and given advice to help them achieve a healthy balance between their professional and personal lives.

### **OVERALL IMPACT**

Looking at our performance on the Material Topics explained in section 2.1, the Company feels confident it was able to live up to stakeholder interest. Moreover, SBM Offshore has been able to balance 'business as usual' with a global response to COVID-19 and its economic impact.

For clients in particular, the Company was able to deliver operational excellence and quality and demonstrate economic performance – both in our projects and fleet, which also benefitted our JV partners. SBM Offshore is proud to have achieved a strong health, safety & security performance during the COVID-19 pandemic.

For employees, it has been a challenging year where the Company needed to manage an increased work load and a need to raise efficiency. SBM Offshore maintained an open communication line to employees during this challenging time, remaining focus on development of people as explained in section 2.1.4.

The Company has been able to finance projects while keeping an open dialogue on ESG performance with key lenders. An enhanced supplier-collaboration approach explained under 2.1.3 is benefiting SBM Offshore's vendors and yards. The integrated approach of the Company leads directly to shareholder value in 2020.

Beyond this, the Company has made significant steps forward in the Energy Transition, its approach to reduce emissions and further contribution to Sustainable Development Goals

In summary, 2020 has been a challenging year for the world, SBM Offshore no exception. COVID-19 posed risks and challenges to the business and made people deal with operational disruptions and wellbeing impacts. On top, the

Company is involved in multiple large scale ocean infrastructure projects with ambitions to succeed in the energy transition, achieving healthy financial returns at the same time. Balancing these various elements in a time of disruption has tested the organization and its stakeholders. In the end the Company has been able to maintain operations and solid performance against targets set at the beginning of the year. Overall, SBM Offshore could be considered as a company with solid market positioning, a robust backlog generating long-term cashflow, strong operational track record and the ability to leverage its experience and capabilities to play an active role in energy transition.

## **2.1 PERFORMANCE REVIEW**

In this section an overview is given of the Company performance on the Material Topics as presented in section 1.2.2, following the order of Optimize, Transform and Innovate as visualized in section 1.3.2.

The execution of this work is delegated to the functions as mentioned in the relevant section 2.1, with the performance management supervised by the Management Board. For further details on Governance, reference is made to chapter 3.

### **2.1.1 ETHICS & COMPLIANCE**

#### **MANAGEMENT APPROACH**

SBM Offshore is committed to complying with all applicable laws and regulations. SBM Offshore does not tolerate bribery, corruption, fraud, violations of trade sanctions, anti-money laundering or anti-competition laws, or any other illegal or unethical conduct in any form by anyone working for, or on behalf of, the Company. All employees and those working for, or on behalf of, SBM Offshore must embrace and act in accordance with the core Values of the Company (see section 1.3.1), the Code of Conduct and the Company's internal policies and procedures. SBM Offshore fosters a culture of trust and fairness, where dilemmas are openly addressed, enabling and stimulating employees and business partners to make the right decisions, with commitment to integrity at all levels.

The Group Risk & Compliance Function continues to cooperate with other functions to further embed the principles of responsible business conduct into the organization. For further details on the Company's management approach, its purpose and its assessment, reference is made to sections 1.4.1, 3.6 and 3.6.2.

## 2 PERFORMANCE REVIEW & IMPACT

### NOTABLE DEVELOPMENTS AND ACHIEVEMENTS IN 2020

<p><b>Closure of obligations under the Deferred Prosecution Agreement:</b> The Company has satisfactorily fulfilled all obligations towards the US Department of Justice under the Deferred Prosecution Agreement of November 29, 2017.</p>	<p><b>Fulfillment of reporting obligations:</b> The Company has satisfactorily fulfilled and will continue to honor its obligations under the agreement with the CGU of July 26, 2018.</p>	<p><b>Implementation of a remote learning and communications strategy:</b> Deployment of a new virtual training and communication program which follows a risk-based approach.</p>
<p><b>Group Risk &amp; Compliance Function (GRCF):</b> Following the departure of the Group Risk &amp; Compliance Director (GRCD) in May, the Corporate Legal Director has also assumed the role of Group Compliance Director (GCD). The GRCF has remained at full strength.</p>	<p><b>Compliance Leadership Program:</b> Annual Compliance Leadership Program (virtual); continuous leadership dialogues with senior management.</p>	<p><b>Third Party management:</b> Execution of the 2020 third-party monitoring and audit plan; formalization of joint venture payment controls.</p>
<p><b>Compliance risk assessments:</b> Continuous assessment of compliance risks in countries where SBM Offshore is operational. Dedicated supply chain fraud risk assessment.</p>	<p><b>Compliance Days:</b> Dedicated compliance engagement with employees, strategic vendors and contractors.</p>	<p><b>Introduction and revision of policies:</b> Update of policies relating to the Company's Integrity Line, interacting with public officials and third-party audits.</p>
<p><b>Enhancement of the digital SBM Offshore Compliance Platform:</b> Enhancement of the digital third-party management process; roll out and monitoring of completion of compliance processes.</p>	<p><b>Further enhancement of the Compliance Microsite:</b> Update of the Compliance Intranet site to cater for the Company's Portuguese-speaking population.</p>	<p><b>External engagement:</b> SBM Offshore signed the Ethos Institute's 'Empresa Limpa' Pact for Integrity and Against Corruption (Brazil) and became a member of the Business Integrity Forum of Transparency International NL.</p>

### 2020 PERFORMANCE

#### How SBM Offshore measures performance

- As part of performance management processes, the Company sets, monitors and reports on compliance KPIs for its Business Pillars, Product Lines and Operations
- Compliance training hours and completion ratios by employee target group
- Employee feedback surveys after each face-to-face and virtual training
- Annual Code of Conduct certification by staff in leadership positions
- Automated continuous monitoring of third-parties within the SBM Offshore Compliance Platform
- Use of a Company-wide tool to approve, register and monitor giving and receiving of gifts, hospitality and entertainment
- Registration, review and monitoring of integrity reports through a Company-wide Compliance Case Management System
- Integrated quarterly Group Risk and Compliance reports to the Management Board and the Audit and Finance Committee of the Supervisory Board

#### Metrics

The number of Ethics and Compliance training courses completed by direct hires in 2020 is substantially higher than in 2019 (7,380 training courses in 2020 versus 4,877 in 2019). The Company has increased training effectiveness by targeting specific audiences with relevant Code of Conduct topics, instead of offering generic Code of Conduct training. For example, dedicated training courses were offered to (i) the Supply Chain Function on third-party

management and (ii) financial gatekeepers on fraud identification.

Annual Compliance Statements of designated staff	Designated Staff <sup>1</sup>
Number of employees in Designated Staff per year-end	1,083
Onshore Completion ratio	98%
Offshore Completion ratio	76%

<sup>1</sup> Designated Staff reflects all employees in Hay grade 11 or above

Trained on the Code of Conduct <sup>1</sup>	Designated Staff <sup>2</sup>
Number of employees in Designated Staff per year-end	3,671
Onshore Completion ratio	95%
Offshore Completion ratio	80%

<sup>1</sup> Trained by face-to-face training in 2020 and/or by having completed mandatory Code of Conduct e-Learning/Anti-Bribery and Corruption e-Learning

<sup>2</sup> Designated Staff reflects all Onshore Staff and Offshore Leadership

Overall number of Compliance Trainings conducted in 2020 worldwide	Trainings	Training hours
Face-to-face trainings <sup>1</sup>	1,812	2,749
e-Learnings <sup>2</sup>	5,568	4,113
<b>Total</b>	<b>7,380</b>	<b>6,862</b>

<sup>1</sup> An employee can have attended multiple face-to-face trainings

<sup>2</sup> An employee can have completed multiple Compliance e-Learning courses

Face-to-face training categories	Trainings	Training hours
Compliance Leadership Program <sup>1</sup>	147	239
Annual Code of Conduct training	263	395
Targeted Compliance topic training <sup>2</sup>	1,367	1,975
Training of third parties <sup>3</sup>	35	140
<b>Total</b>	<b>1,812</b>	<b>2,749</b>

1 Continuation of the existing program. Now extended to newly hired and next level senior management

2 Training on relevant Compliance topics for risk based target audiences

3 Mainly strategic vendors, contracted yards and manpower agencies

Integrity related reports	Total
Reports received under the Company's Integrity Reporting Policy	58

The Company is promoting a Speak Up Culture and has seen a slight increase in the number of Reports from 2019 (53). The nature of the Reports over 2020 was predominantly workplace and supply chain related.

No confirmed instances of corruption occurred during 2020. No significant legal and compliance fines of a criminal nature had to be paid in 2020.

## FUTURE

The objectives for 2021 are to continuously strengthen compliance management and control, focusing on the importance of the right behavior and enhancing efficiencies in the management process through increased digitalization and continuous improvement of data analysis. The Company will continue to embed Compliance into the business by :

- Promoting a speak-up culture and responsible business conduct in all its business operations through risk-based targeted training and communications
- Enhancing controls and compliance processes through further development of digital tooling
- Increasing monitoring and reporting capabilities by progressing to data-driven compliance

Furthermore for 2021, the Company will expand the scope of its target from training to all mandatory compliance tasks distributed via the internal Compliance Platform. The 2021 target for the expanded scope is set at 95%.

## 2.1.2 EMPLOYEE HEALTH SAFETY AND SECURITY

### MANAGEMENT APPROACH

SBM Offshore is committed to safeguarding the Health, Safety and Security (HSS) of its employees, subcontractors and assets, as well as to minimizing the impact of the Company's activities on local ecosystems and proactively protecting the environment. SBM Offshore applies controls and safeguards based on a lifecycle hazard management process and an integrated management system, the Global Enterprise Management System (GEMS), underpinned by the Company's Health, Safety, Security & Environment (HSSE) culture development program. In line with the Company's HSSE, Human Rights and Process Safety Policy statement endorsed by the Management Board, SBM Offshore defines its HSSE requirements relative to its hazard exposure in compliance with applicable legal requirements and ISO standards, as well as international oil and gas practices<sup>1</sup>.

SBM Offshore continues the journey to Target Excellence (see section 2.1.3), with the objectives of No Harm, No Defects, No Leaks coordinated by the Group HSSE & Operational Excellence Director. For the No Harm goal, SBM Offshore sets the expectations for all employees and the companies to whom SBM Offshore outsources, to intervene on unsafe acts, unsafe situations and non-compliance with Life Saving Rules, to stop the work if they feel anything is unsafe and to report on interventions and any incidents. The Life365 program, as an integral part of the Target Excellence journey, frames the development of the HSSE leadership and culture development in the Company.

SBM Offshore :

- Follows the guidance of ISO17776 for hazard management.
- Follows the best practices outlined in Center for Chemical Process Safety (CCPS) and Energy Institute (EI) guidance documents.
- Investigates incidents and identifies the immediate and root causes to prevent re-occurrence.
- Values pro-active consultation and open communication with employees, encouraging participation in HSSE-related initiatives, campaigns and Life Day.
- Implements a health-control framework, which includes a fitness-to-work process, medical check-ups, health surveillance, and medical emergency arrangements.
- Provides HSSE training covering the full range of Company activities.

<sup>1</sup> International Association of Oil and Gas Producers – IOGP, Center for Chemical Process Safety – CCPS, Energy Institute – EI

## 2 PERFORMANCE REVIEW & IMPACT

### 2020 PERFORMANCE

SBM Offshore assesses Company HSSE performance through a set of indicators. The following table provides the **targets** set for 2020 and the performance achieved :

Indicator	Target	Performance	Details
Total Recordable Injury Frequency Rate (TRIFR)	<0.20	0.10	Section 4.10.1
High-consequence work-related injury Frequency Rate	na	0	Section 4.10.1
Tier 1 PSE	<1	3 <sup>1</sup>	Section 4.10.1
Tier 2 PSE	<3	4 <sup>2</sup>	Section 4.10.1
Occupational Illness Frequency Rate (OIFR) <sup>3</sup>	na	0.03	Section 4.10.1
Security incidents <sup>4</sup>	na	9	na

<sup>1</sup> E.g. relating to marine systems releases with no impact to HSSE

<sup>2</sup> E.g. relating to gas compressors leading to flare emissions (see section 2.1.6).

<sup>3</sup> For employees

<sup>4</sup> None of these security incidents resulted in any actual injury or physical harm to SBM Offshore personnel

The Company continued to expand the HSSE initiatives in 2020, among other things, as follows :

- Progressed significantly in developing Hazards and Effects Management Process (HEMP).
- Developed standard barrier model to pilot the SBM Offshore live barrier project in 2021.
- Managed COVID-19 response worldwide, demonstrating adequacy of controls and resources to manage a pandemic.
- Engaged at project management level and at offshore unit level to strengthen the ownership of a safety culture among leaders and supervisors.

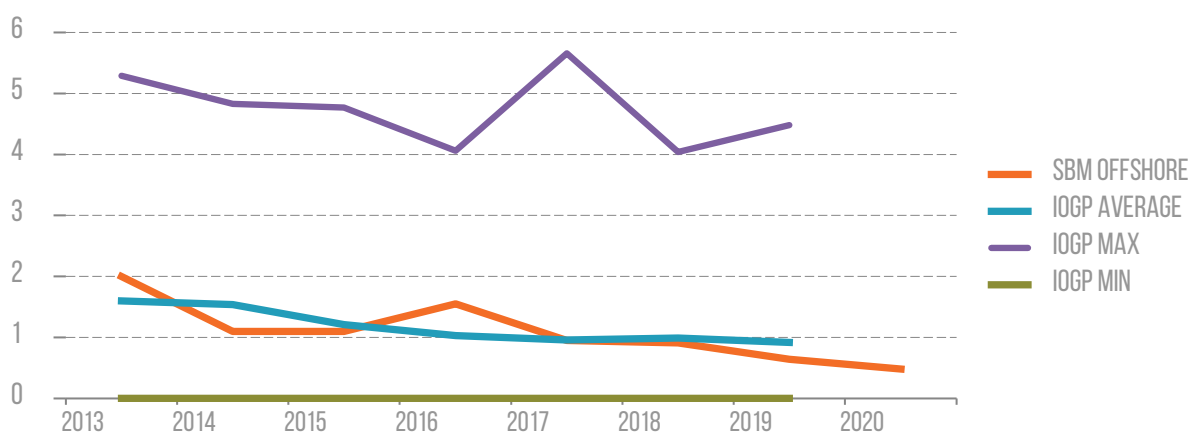
- Appointed country security specialists in all countries which rate as 'Medium risk'<sup>2</sup>.
- Deployed the Company-wide Life Day and engagements with employees via multi-disciplinary monthly campaigns.

The following graph shows that SBM Offshore's Total Recordable Injury Frequency Rate has remained around the International Association of Oil and Gas Producers (IOGP) average since 2013<sup>3</sup>.

<sup>2</sup> According to internationally recognized intelligence parties

<sup>3</sup> For this graph normalized per 1 million exposure hours; includes IOGP Contributing Members (maximum, average, minimum)

### TOTAL RECORDABLE INJURY FREQUENCY RATE (normalized per 1 million exposure hours)



### FUTURE

SBM Offshore has defined the following 2021 targets :

- To achieve a TRIFR better than 0.18
- To have fewer than 3 Tier 1&2 PSE

SBM Offshore has planned the following key initiatives for 2021 :

- Further develop the company culture & leadership by embedding behavioral practices and human factors in

particular, revisiting notably our safety leadership skills program and deploying it.

- Further implement our HEMP into operate and execute scopes, including standardization as part of Fast4Ward®.
- Standardize safe working practices and improve assurance on their implementation.
- Maintain security controls on our activities, and preparation of new country entry.
- Increase health and welfare awareness and health-related program on specific topics.
- Maintain compliance with certification requirements on shorebases and offshore units, and a transition to ISO45001.

### 2.1.2.1 HUMAN RIGHTS

#### MANAGEMENT APPROACH

SBM Offshore's health and safety pledge to our employees and for the business extends to our respect for human rights. SBM Offshore's HSSE policy was updated to include a commitment to respect internationally recognized human rights wherever we operate in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs), which sets out how companies should prevent, address and remedy human rights impacts, into business processes.

SBM Offshore has developed a long-term target aligned with SDG 8 : Decent Work and Economic Growth, to fully embed human rights and social performance within the Company to achieve no harm. This long-term ambitious target helps direct the Company's human rights program in the short-term and enabled the Company to set the short-term targets of improving our due diligence by increasing our human rights screening of our vendors and yards in 2021.

SBM Offshore's performance on human rights is monitored by the Human Rights Steering Committee. The Steering Committee is comprised of Management Board and Executive Committee members ensures that the right level of attention, engagement and access to remedy.

#### 2020 PERFORMANCE

The Steering Committee met 7 times in 2020 and covered issues from engagement on worker welfare in China, treatment of migrant workers, to approval of SBM Offshore Human Rights Standards. Following items have been achieved :

- SBM Offshore Human Rights Standards – SBM Offshore's approach was further defined this year with the publication of the standards (available on our website). The standards are SBM Offshore's commitment regarding the Company's salient human right issues, which include treating people with dignity, no modern slavery or child labour, working and living conditions to be safe, healthy, clean and habitable, living wage, fair

and reasonable working hours among others. The Company is cascading these principles through our business, and this year updated its supplier contractual agreements to include reference to the standards as part of the general terms and conditions.

- *Completed human rights pilot* – SBM Offshore, in collaboration with a client and fabrication yard, participated in a pilot for a new way to identify potential negative impacts on workers' human rights related to supplier conduct. The pilot moved away from traditional audits to worker dialogue-focused reviews. The pilot which completed in 2020 confirmed that the efforts made by the yard had resulted in a decrease of critical issues, such as tighter control of working hours and a strengthened recruitment due diligence process which has improved payment of newly recruited workers. Compared to 2018 SBM Offshore has since adopted this same worker-focused approach with other yards.
- *Risk and Due Diligence* – SBM Offshore has completed several in-depth human rights assessments of its major subcontracting yards focusing on the worker's voice/ experience and in collaboration with the yard developed Human Rights Actions Plans. In 2020, SBM Offshore
  - completed two additional assessments
  - continued to close out Human Rights Action Plans at other fabrication yards
  - performed due diligence on the selection of the yards associated with the decommissioning work
  - enhanced Human Rights screening as part of the Vendor Qualification Processes; 100% of key vendors who underwent additional human rights screening (see also SDG 8 commitment in section 2.2)
  - 99.4% of vendors underwent the Vendor Qualification Process signed SBM Offshore Supply Chain Charters (see section 2.1.3.3)
  - updated its human rights risk assessment dating from 2019, with the findings from our human rights assessments implemented in 2020. SBM Offshore's salient human rights risks were logged in a company-wide tool for continuous risk management and with mitigation and prevention measures being assigned to the identified risks.
- *Integrity Line* – SBM Offshore's Integrity Reporting Policy forms the basis of an effective operational-level grievance mechanism. The 'Integrity Line' provides a procedure and confidential channel available to all employees or third parties who would like to communicate potential concerns regarding human rights or other topics addressed in the Company's Code of Conduct. In 2020, no incidents relating to human rights were reported via our Integrity Line.
- *Building Responsibly* – SBM Offshore is an active member of Building Responsibly, a group of leading engineering and construction companies working together to raise the bar in promoting the rights and

## 2 PERFORMANCE REVIEW & IMPACT

welfare of workers across the industry. In 2020, as a member of Building Responsibility SBM Offshore contributed to the development of the guidance note 'Respecting Worker Welfare during COVID-19'.

### FUTURE

SBM Offshore is on a journey to fully embed human rights and social performance within the Company to achieve no harm. The Company plans increase training and awareness on human rights and to continue due diligence with in our supply chain in 2021 as specified in a target explained in section 2.2.

### 2.1.3 OPERATIONAL EXCELLENCE AND QUALITY

SBM Offshore recognizes that in order to be a high-performance company, it must strive for excellence. As

explained in previous sections, key activities are the execution of projects, delivery of floating production systems together with vendors and supply chain partners and the operation of these systems to highest standards.

To support this approach, the Company maintains a dedicated Operational Excellence organization at Group level, incorporating resources with diverse expertise in operational, technical and process fields.

Key performance indicators for Operational Excellence & Quality include: uptime of the fleet, delivery of projects, performance of the supply chain, costs of non quality and certifications.



#### 2.1.3.1 OPERATIONAL EXCELLENCE FUNCTION

##### MANAGEMENT APPROACH

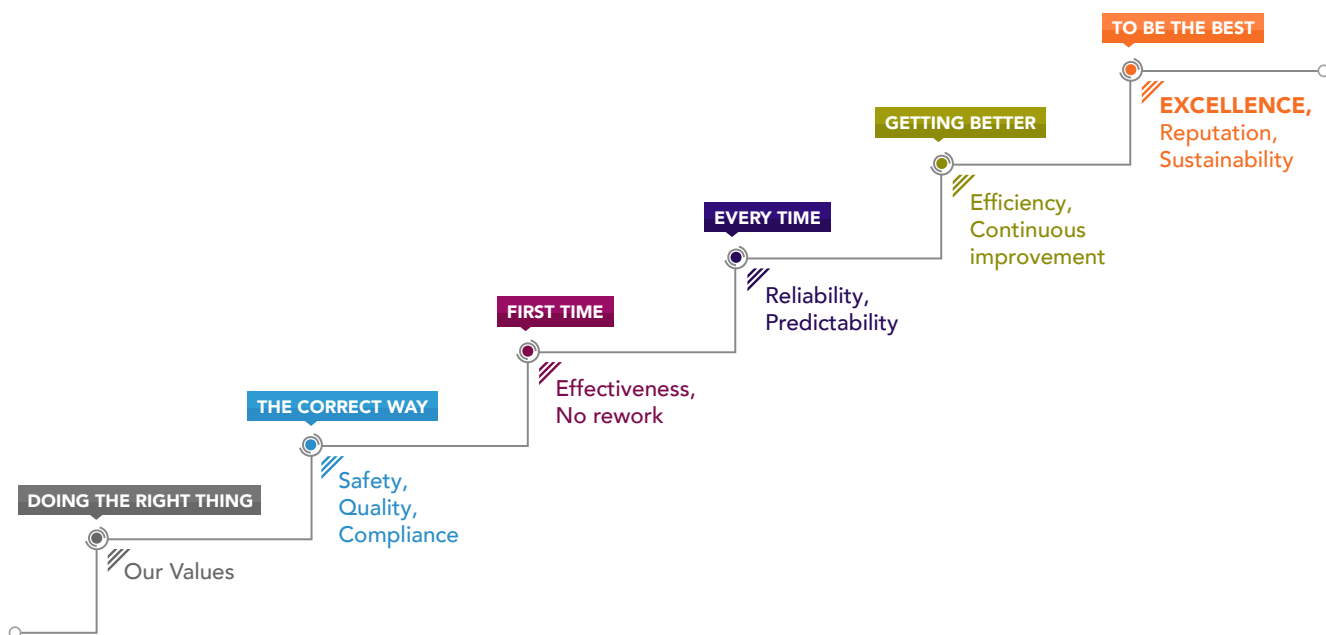
The scope of the Company's Operational Excellence Function is to continually oversee core business activities across their lifecycle (from 'Win' to 'Execute' to 'Operate') and drive the Company towards high performance, not only from an economic perspective (covered in section 2.1.5) but also through effective risk management, quality/compliance assurance and continuous improvement.

Among the various aspects of Operational Excellence within SBM Offshore, are the following main themes :

- Leadership and Culture: with the ambition to 'Target Excellence', the complementary Life365 and Right365 programs frame the development of the Company's leadership and culture, focusing on the combined objectives of 'No Harm, No Defects, No Leaks'

- Operational governance: as described in section 3.8
- Process Safety Management and Risk Management : described in sections 2.1.2 and 3.6.1 respectively
- Management Review: building on International Standards such as ISO 9001, SBM Offshore has established a set of internal processes ensuring a regular, structured review of its management and control framework against its latest strategy and actual performance
- Knowledge Management and Continuous Improvement: ensuring that lessons are effectively learned, also building on internal knowledge and experience as well as industry best practices
- New ways of working under Fast4Ward® and Digitalization – explained in sections Fast4Ward® and 2.1.7
- Quality and Regulatory Management described below





### Quality & Regulatory Management

SBM Offshore is committed to performing its business in full compliance with all applicable laws and regulations and to delivering products and services meeting all related regulatory requirements, as well as any applicable specifications and requirements imposed by relevant stakeholders.

As part of the Operational Excellence organization, the combined Quality & Regulatory Management function is dedicated to ensuring that such objectives are consistently met in the Company's core business, notably through :

- Promoting a quality and compliance culture
- Maintaining SBM Offshore's certification to the ISO 9001:2015 Standard
- Providing systematic identification of applicable regulatory requirements and ensuring their implementation
- Ensuring that conformity, compliance and acceptance of the Company's products and services are effectively achieved and maintained
- Supporting continuous improvement of business processes and ways of working

Regarding Operational Excellence & Quality overall, the Company is focused on reducing and mitigating risks to its business activities, notably :

- Material risks related to project execution, process safety, human capital and changes in laws and regulations – as mentioned in section 1.4.
- Other operational risks such as loss of integrity of aging assets, loss of certificate of class and disruption to the supply chain.

### 2020 PERFORMANCE

The Company is proud to note the following key achievements :

- Active promotion of 'Target Excellence' principles through diverse communication campaigns
- Renewal of SBM Offshore's ISO 9001:2015 certification, including scope extension to the Shanghai and Bangalore offices
- Further development of an integrated Product and Regulatory Assurance approach, building notably on SBM Offshore's Quality Rules and a 'Cost of Non-Quality' management approach
- Strengthening of the Right365 program under the banner of 'Target Excellence', with a specific focus on 'Doing the Right Thing, Right First Time' as witnessed during SBM Offshore's first Right365 Day in November 2020
- Upgrade of GEMS, including the optimization of contents and a new user interface
- Furthering of the Fast4Ward® program for standardization and flawless execution during EPCI projects and subsequent Operations
- Lessons Learned Initiatives performed to improve our projects and operations
- Effective use of independent third parties for inspection, verification and assurance services related to Execute and Operate activities

Importantly, all Company offshore facilities were duly accepted by all relevant authorities and regulators, with all related permits, licenses, authorizations, notifications and certificates duly granted and kept valid. Offshore facilities have also remained in class at all times as required from both statutory and insurance perspectives. One significant



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operational fine – amounting to approximately US\$950k – was paid by an affiliated company related to technical non-conformities. These were identified during an audit in 2018 performed by the Angolan Ministry of Mineral Resources and Petroleum on the *N'Goma FPSO* in 2018. 50% of that amount is attributable to SBM Offshore. The findings have since been addressed.

### FUTURE

For 2021, SBM Offshore will be focusing on the following subjects :

- Process Safety Management objectives as described in section 2.1.2
- Development of a Knowledge Management framework to grow in-house expertise and support continuous improvement
- Alignment of GEMS business processes with the upgraded Enterprise Resource Planning project ('Integra')
- Development and deployment of digital solutions supporting Operational Excellence
- Reduction of Cost-of-Non-Quality through systematic tracking, investigations and pilot initiatives to both prevent and mitigate future occurrences
- Maintenance of an effective regulatory watch and interface with regulators

As a permanent, overarching objective, all Company projects, facilities and sites are to be performed, delivered and maintained in full compliance with all applicable laws, regulations and requirements from relevant stakeholders.

### 2.1.3.2 PROJECTS

#### MANAGEMENT APPROACH

SBM Offshore continues to focus on the development of its portfolio of floating solutions to deliver the best projects aligned with customer needs, building on the Company's technology expertise and track record. Through this approach the Company manages performance of the Turnkey part of its business. The success of projects is determined by performance against a budgeted schedule, cost and quality within the HSSE and Target Excellence approaches mentioned in sections 2.1.2 and 2.1.3. KPIs are set accordingly and managed through the Company's Project Directorate and Project Dashboards.

The management strategy remains based on (i) an early engagement with customers; (ii) a strong push for standardization in product design and execution scenarios in order to improve competitiveness, quality and time to market; and (iii) an increasing focus on the energy transition, using SBM Offshore's core competencies to develop solutions in the LNG-to-power and renewable markets. Overall, the oil and gas industry environment is impacted by the duo challenges of the global pandemic

and low oil prices, resulting in projects being put on hold or cancelled. However, the energy transition has accelerated over the last couple of months, bringing new opportunities.

### 2020 PERFORMANCE

Throughout the year, SBM Offshore met the additional challenge of the COVID-19 pandemic, thriving to ensure business continuity in all projects. The project teams have succeeded in maintaining their focus on project delivery and safe operations, while working together virtually, across time zones, with customers, yards and suppliers with the aim of limiting delivery delays. The projects are now operating in a new environment where readiness and mitigations of the risks of the ongoing pandemic is factored into daily project execution. SBM Offshore is grateful to all the project stakeholders for making this happen.

#### FPSOs

- *Liza Unity* – the Company's first Fast4Ward® FPSO under construction for ExxonMobil and destined for Guyana – is advancing. The Keppel yard in Singapore re-opened during the second quarter after closing for a while owing to the COVID-19 pandemic. The mooring and riser structures integration was completed and the Fast4Ward® hull was moved from the dry-dock to the integration quayside where the topsides integration phase has started, with the lifting of the first topsides modules. SBM Offshore will deliver the vessel by 2022 and will lease and operate the vessel for two years before handing over to ExxonMobil.
- *Sepetiba* – The construction of the Fast4Ward® MPF hull and topsides has begun in China for this FPSO which Petrobras will lease for 22.5 years, under a contract signed in 2019. Engineering and procurement activities have largely progressed, with the focus now being on the construction phase. This year, SBM Offshore completed a US\$600 million bridge loan for the financing of the construction of the vessel, agreed with a consortium of four international banks. The project is progressing, with a completion planned for the end of 2022.
- *Prosperity* – SBM Offshore started to carry out the Front-End Engineering Design (FEED) phase for ExxonMobil last year, which was the first under the long-term FPSO supply agreement signed with ExxonMobil in 2019. This year, SBM Offshore was awarded a contract to complete engineering activities, procure, construct, install and then lease and operate the vessel for up to two years, after which ownership and operation will transfer to Esso Exploration and Production Guyana Limited (EEPGL), an affiliate of ExxonMobil Corporation. One of SBM Offshore's Fast4Ward® hulls was allocated to this project following the contract award and is now

completed. The project is progressing in line with the client's schedule, with a planned completion in 2024.

- Fast4Ward® MPF hulls – The construction of the fourth and fifth MPF hulls, as part of Fast4Ward® program, has started and is progressing at Chinese shipyards SWS and CMIH respectively, in line with SBM Offshore's execution plan. These two hulls are currently not allocated to projects and are supporting ongoing tendering activity.

As announced by Petrobras in the third quarter 2020, SBM Offshore has entered into negotiations with Petrobras for a charter contract for the FPSO *Almirante Tamandaré*, which will operate in the Buzios field, part of the Santos basin, offshore Brazil. The anticipated production capacity of the unit is 225,000 barrels of oil and 12 million m<sup>3</sup> of gas per day.

### Turret Mooring Systems

All the modules for the Turret Mooring System for Equinor's *Johan Castberg FPSO* in Singapore were completed and delivered for integration into the hull. The swivel units have also all been completed and are in transit to Norway, where the integration is planned upon the arrival of the hull in 2021.

### Renewables

SBM Offshore has progressed on the engineering services for the Provence Grand Large project for EDF Renouvelables, and is now entering into the procurement and construction stage of the three 8.4MW floaters and the mooring systems that are planned to be installed offshore Marseille, France. Leveraging the experience gained from this pilot project will enable SBM Offshore to further fine-tune its technology and execution model and to scale up for future wind farm projects.

### Installation

For offshore installation services, SBM Offshore is preparing for the sale of diving support and construction vessel (DSCV) SBM Installer. The Company was the long-term charterer of the vessel under a contract ending in 2026. The Company had 25% equity ownership in the entity owning the vessel, OS Installer Limited (OSI). The vessel operates in a non-core market for the Company. In order to gain the flexibility required to divest the vessel, the Company acquired the remaining 75% equity ownership in OSI.

The Company's strategy is to adapt its products and business model to an environment of shorter oil price cycles and increased volatility. Consequently, the Company reorganized the allocation of activities in its engineering centers in order to become more efficient. These measures will enable the Company to lower its break-even point and allow the Company to scale activities in line with market demand.

## FUTURE

The Company will continue to standardize its products in line with the Fast4Ward® program, having recently expanded the principle to include the supply of oil terminals, with the Fast4Ward® Buoy. In addition, SBM Offshore will continue to fine-tune its product offering to offer competitive and industrialized solutions to the floating offshore wind and wave energy market. Development in the LNG-to-power market is also key to contributing to lower carbon intensity, with solutions to switch from coal to gas power generation. These developments contribute to SBM Offshore's Ambition 2030, to have 25% of revenues from gas and renewables by 2030.

### 2.1.3.3 SUPPLY CHAIN

#### MANAGEMENT APPROACH

The current business and health environment is driving major changes, with risk resilience and new market standards requiring that the Company has a new supply chain organization. To continue the drive to transform the industry by adopting our Fast4Ward® principles with the highest level of safety, performance and quality, the Supply Chain management is evolving into a strategic globalized product organization reporting into the Company's Global Resources & Services organization. Leveraging our long-term relationships with our key supply chain partners will also contribute to accelerating our time-to-market objective and our performance in the Win phase.

With good execution of projects remaining essential, SBM Offshore supply chain management is continuing its efforts to support projects locally by development of capability hubs, for example in China and India.

The pandemic has demonstrated the value of 'framing global, acting local' and aligning supply chain strategy with the product life cycle. The supply Chain organization contributes to the Company's strategy as described in section 1.3.2.

#### 2020 PERFORMANCE

The development of the supply chain organization has been developed further around five strategic pillars :

##### Competitiveness improvement

Strategic sourcing is leading supplier-collaboration initiatives, introducing a clearer governance structure for the overall supplier-collaboration program. Through this the Company is improving competitiveness, by encouraging full participation and ensuring parties pursue long-term win-win opportunities.

##### Local content strategic approach

The globalization of supply chain core competencies, across all SBM Offshore pillars, with a clear focus on

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business drivers, increases product ownership. Faster local support to projects has allowed the Company to capture value and gain more flexibility.

### Vendor Performance

The vendor qualification work done over recent years has shown that closer relationships between buyers and suppliers create value and help the supply chain become more resilient. The logical next step is a cross-functional engagement to achieve strategic alignment in managing the performance of SBM Offshore vendors. In line with Company commitments to reach its sustainable development aspirations, the supply chain organization has developed a full human rights assessment as part of the vendor qualification program, thus improving social impact.

### Time-to-market improvement

Supply chain is now responsible for the full procurement strategy across SBM Offshore's Win, Execute and Operate phases, allowing the Company to optimize the process, engage early and, as a result, reduce schedules.

### Digital supply-chain transformation

Group Supply Chain is one of the main stakeholders involved in the design and implementation of SBM Offshore's global ERP system, to streamline the flow of

information and processes from project execution to operational activities.

### Performance measurements :

- 9 Steering committee meetings organized with strategic vendors
- 1,599 vendors qualified under the revised qualification process since 2017, including more than 120 Chinese vendors
- 99.4% of vendors have signed the Supply Chain Charter
- 90 vendors have had their qualification renewed following satisfactory performance
- 65 vendors have responded to SBM Offshore supply chain organization's new human rights assessment (more detail in section 2.1.2)

### FUTURE

Next year, Group Supply Chain will maintain recruitment efforts to support company development in all locations, with a key focus on strengthening our vendor performance management processes and tools to ensure seamless delivery at the framing stage of Operations activities. Group Supply Chain will ensure that the strategy defined at Win phase is properly implemented during the Execution phase.

## SUPPLY CHAIN ORGANIZATION PRINCIPLES



### Products Strategy

Developing the strategic sourcing approach, to provide complete solutions, plays an integral role in SBM Offshore supply chain while strengthening our Fast4Ward® principles.



### Full Integration

Supply chain Operations are now fully integrated within SBM Offshore group supply chain, allowing for the alignment of SBM Offshore supply chain strategy with the product life cycle.



### Quality First

The new environment requires not only high quality but also quality leadership. SBM Offshore supply chain management is setting new standards, injecting further quality into the core value proposition.



### Regional Support

SBM Offshore supply chain is continuing efforts to support projects locally, by integrating multiple locations into a network of capability hubs. The China office have pioneering this strategy and the India office follows suit.



### Vendor Performance

The in depth exercise performed on vendor qualification has allowed risks to be minimized and reliability to be increased. SBM Offshore is now taking supplier collaboration to the next level, through closer relationships and more detailed management of performance.



### Talent Mobility

To support high quality project delivery SBM Offshore has increased resource flexibility, allowing top supply-chain talent to be managed and to ensure proper rotation of talent between the projects.

### 2.1.3.4 FLEET

#### MANAGEMENT APPROACH

The Fleet adheres to and applies the management approach of the wider SBM Offshore organization. Key to this are policies, commitments and mechanisms mentioned under sections 2.1.2 and 2.1.3. In addition, our Fleet also focuses on :

- Supporting SBM Offshore's Target Excellence program: the Fleet runs an 'Excellent Days' program which measures and rewards safe operational performance by offshore units and crew.
- Uptime: a key indicator for SBM Offshore measures the percentage of time the unit is available to produce. The Company aims to maintain its industry-leading levels of uptime, at or above 99%.
- Local content and knowledge transfer targets in our countries of operations: which are accompanied by social development initiatives, as mentioned in section 2.2.
- Development of a companywide Responsible Recycling Policy : for the sustainable end-of-life disposal of offshore units, applying the principles of the EU Ship Recycling Regulation 1257/2013 or equivalent.

SBM Offshore's assets are key value drivers for the Company and generate predictable and sustainable revenue and operating cash-flow for SBM Offshore through long-term Lease and Operate contracts. The expertise and experience of more than 2,650 offshore crew and onshore staff supporting the fleet ensures value creation through the safe, reliable and efficient operation of the Company's offshore fleet.

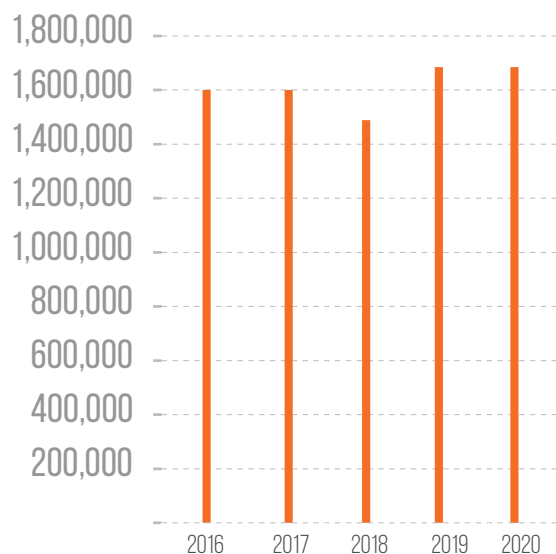
At the end of 2020, SBM Offshore was responsible for operating 15 units in the fleet across the globe, consisting of :

- 14 FPSOs
- 1 Semi-submersible unit

With the following historic performance :

- 6.3 billion barrels of production cumulated to date
- 9,246 oil offloads cumulated to date
- Almost 350 cumulative contract years of operational experience

FLEET OIL PRODUCTION CAPACITY  
(bopd)



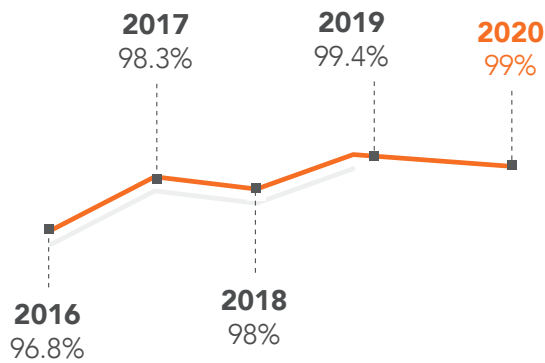
#### 2020 PERFORMANCE

2020 represented a testing, yet ultimately successful, year for the Company's operations, with the challenges of the global COVID-19 pandemic impacting the operational focus particularly in the first part of the year, moving to a new managed normality and protocols in the second part. Strong strategic emergency response management of the pandemic and its impact on crew health and safety, logistics and travel ensured business continuity and good performance in offshore operations. Despite the pandemic, strong results were achieved in terms of occupational and process safety, while maintaining strong production uptime of 99%. There was slightly less vessel availability compared to 2019 essentially due to the ongoing commissioning of operations on *Liza Destiny* (FPSO), and the extension of a planned shutdown of *FPSO Capixaba*, at the client's request. The remainder of the Fleet turned in extremely high underlying production uptime of 99.4%.

In 2020, the following change occurred in the fleet operated by SBM Offshore: MOPU *Deep Panuke* PFC was safely disconnected and taken to shore in Nova Scotia, Canada for the recycling phase. This will be carried out in a local yard during 2021, and in full adherence to SBM Offshore's Responsible Recycling Policy.

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### FLEET UPTIME DATA FOR PERIOD 2016 – 2020



Despite 2020's pandemic challenges, various initiatives were undertaken and even accelerated this year to enhance operational safety, quality and efficiency through :

- Training and Competency focus on projecting and resourcing growth, supported by a mature Talent program and Personal and Leadership Development programs
- Health and Wellbeing, and Fatigue Management programs mitigating pandemic impact on offshore teams
- Improved planning capability and tools for greater efficiency in daily offshore operations and project execution
- Organizational development to enhance integrated regional support, Fleet Support services and Data Management
- Deployment of digital solutions and applications for enhanced offshore operations, asset monitoring and predictive capability
- Development of Guyana offshore operations and in-country infrastructure, with increased local footprint, growing human resources, positive social initiatives, and local content for strong operational performance

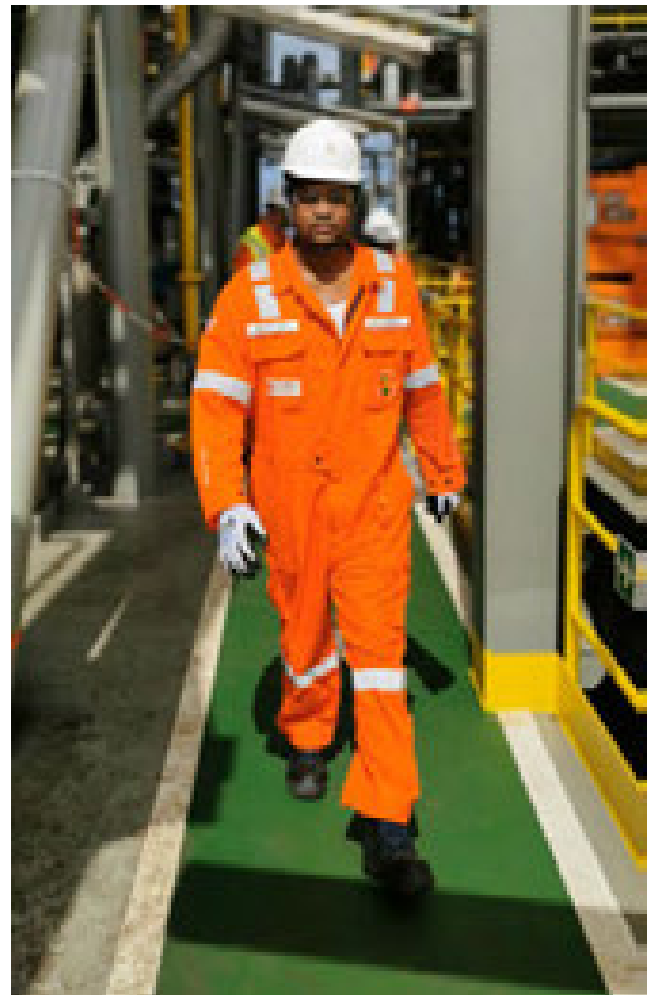
Within Asset Integrity, SBM Offshore's approach is to target asset preservation with optimal lifecycle costing. In 2020, progress was made on :

- Expansion of the digital environment, data connection and management under the control of global operations monitoring centers and the deployment of predictive maintenance applications for equipment and asset optimization (see section 2.1.7)
- Safety and Process Safety Management enhancements
- Deployment of technological solutions, such as digital imagery for remote work preparation and inspections, offshore mobility devices, drones, virtual reality, and equipment integrity (Ex.) program for ignition risk management.

### FUTURE

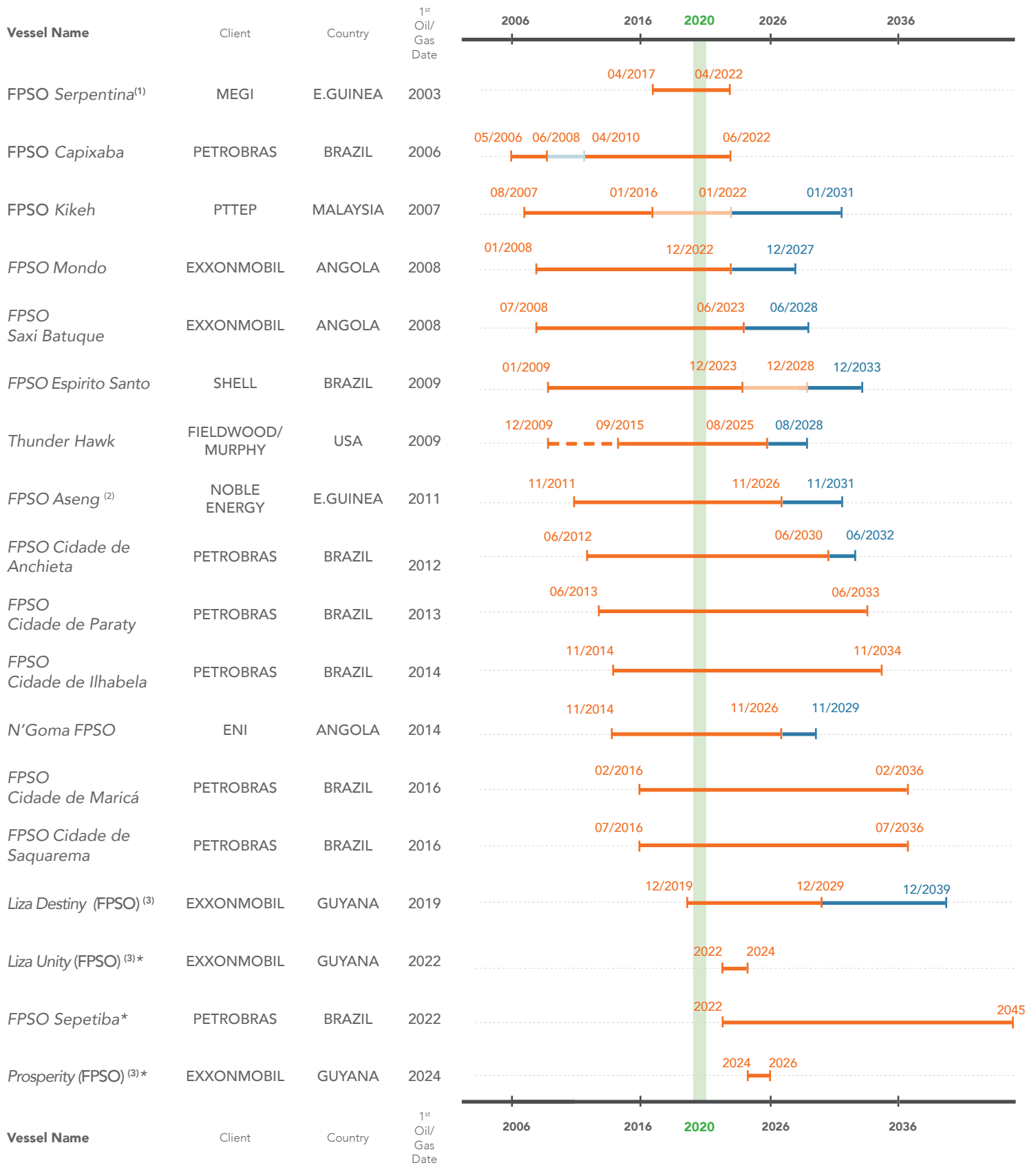
As a forward-looking operator, SBM Offshore leverages its unrivalled experience and industry-leading digital and technological solutions alongside our core values and approach to responsible business, to deliver sustainable, ethical operations with the highest standards of safety, reliability and efficiency. Under 'Smart Operations' in the Company's Digital Transformation, quality data, digital analytics and technology are accelerating the development and deployment of digital tools and initiatives across our fleet, providing internal value creation and optimized client service offerings.

In Guyana, SBM Offshore continues its operational ramp up, both offshore and onshore, in anticipation of *Liza Unity* (FPSO) arriving in 2021. SBM Offshore continues to expand and embed its presence in-country through the opening of new operational headquarters and investment in initiatives focusing on local content and knowledge transfer.



# OPERATIONS FLEET

■ Initial Lease Period 
 ■ Contractual Extension Option 
 ■ Confirmed Extension 
 ■ Conversion



(1) FPSO *Serpentina* is owned by the client and is operated by Gepsing – a subsidiary between SBM Offshore (60%) and GEPetrol (40%)

(2) Client change yet to be confirmed as Chevron/Noble Energy transitioning as part of takeover.

(3) Lease and Operate durations under discussion with the client

\* Under construction.



## 2 PERFORMANCE REVIEW & IMPACT

### 2.1.4 RETAINING AND DEVELOPING EMPLOYEES

#### MANAGEMENT APPROACH

A key factor for continued success is the ability to hire, integrate and retain staff with a wide range of skills. The annual People Review Process provides visibility on the development potential of employees across the organization to fulfill future needs.

Human Resource Management is addressed mainly through the Global Resources and Services unit and the Group Human Resources department. Resource Capacity Planning and the People Development Cycle are key tools to ensure the Company has the right talent at the right place in the right time. The Company focuses its efforts on the continuous improvement of the HR system (LUCY), its Talent Management approach and, in 2020, the response to the COVID-19 pandemic. KPIs are set to target excellence – for example the completion of the Performance Management Cycle – across the HR department.

#### 2020 PERFORMANCE

The Company is proud to report that despite the pandemic, it continued its operations in a safe manner and delivered projects and services as per client expectations. This is, by and large, due to the efforts made by our employees worldwide.

#### COVID-19 Response: Putting People First

Our global response included several measures to cope with this unpredictable crisis, including working from home, and introducing hygienic measures such as face masks, constant office sanitization, installing separation screens, free COVID-19 tests for employees, and equipping staff with the right tools and organization to perform at their best. Through these actions, SBM Offshore mitigated risk mentioned under Human Capital in section 1.4.2.

**Teleworking** – At project office locations, the Company ensured a seamless transition to working from home, by providing employees with IT equipment, secured internet connections, and digital solutions for improved collaborations and communication.

**Engagement Surveys** – The first groupwide survey using our employee experience software, Qualtrics, was one of the organization's responses to the COVID-19 pandemic. Office-based employees expressed satisfaction with working-from-home with positive impacts on their wellbeing, resulting in a corporate initiative to evaluate increasing flexitime in a post-pandemic climate. Offshore personnel aided in tailoring dedicated plans to ensure safe, continued operations. Line managers indicated that they did not perceive a downturn in team productivity.

**Safe Mobilization of Offshore Personnel** – During 2020, the main challenge was to guarantee safe and timely crew changes without disruption to operational activity or risk of exposure to the virus. By identifying and addressing COVID-19 cases early on, taking appropriate measures, the Company worked on getting a COVID-free FPSO environment for employees, avoiding a critical spread of the virus. In light of quarantine requirements, new rotation schemes were introduced to minimize travel and optimize time off. A total of six charters were organized from April to September in order to mobilize and repatriate crew members. Training activities were revised, favoring e-learning.

#### Retaining & Developing Employees

**Transformation & Restructuring** – Prompted by the pandemic and in-line with our increased focus on the Energy Transition, SBM Offshore streamlined its operating model. This was achieved by developing centers in Bangalore, China and Singapore and increasing efficiency in other locations, increasing standardization and making the organization more agile. In 2020, turnover at SBM Offshore was 13%, further explained in section 4.10.3.

**Talent Development** – At Group level, SBM Offshore established Development Centers to complement the People Review process, and ensure succession planning and leadership development. 33 Development Centers were organized for senior managers, which included Hogan Assessments for preferred leadership traits. In Brazil a Reward Retention campaign was launched, assessing 32 onshore and 140 offshore employees on factors such as promotions, retention packages and organizational equity. On Performance Management specifically, in 2020 SBM Offshore reviewed 97% of employees (4.10.3 and 4.10.4)



# OUR PEOPLE KEY FIGURES



**OFFSHORE**

ENERGY. COMMITTED.



**3,644**  
EMPLOYEES



**1,883**  
EMPLOYEES

**4,574**

DIRECT  
HIRES



**15**

LOCATIONS



**13%**

NEW HIRES  
IN 2020

**72**

NATIONALITIES



**10**

TRAINING HOURS  
PER EMPLOYEE\*

**29,751**

TOTAL TRAINING HOURS\*



**47**

TRAINING HOURS  
PER EMPLOYEE\*

**69,774**

TOTAL TRAINING HOURS\*

\*Training hours cover direct hires only

## 2 PERFORMANCE REVIEW & IMPACT

### Diversity & Inclusion (D&I)

SBM Offshore aspires to being recognized for its organizational diversity and inclusive culture. The Company provides equal opportunity employment and does not tolerate discrimination. Recruiting, hiring, employing and promoting individuals is based solely on qualifications and professional skills, reflecting the Company's view that diversity is an integral part of creating value. A dedicated interdisciplinary taskforce analyzed the current D&I activities of the Group and compared them to best practices in other companies. SBM Offshore will introduce a corporate program which will include training on unconscious bias for all managers in 2021, while continuing to support local initiatives. As the Company extends its action on D&I, this Annual Report includes the Gender Pay Gap indicator reporting at 0.96, which means that the salary for female workers on average is at 96% of male workers. The global distribution in the workforce between male and female workers is 80%/20%. Further detail can be found in sections 4.9.4 and 4.10.3.

### Data Quality & People Analytics

**OSCAR** – The Human Resource Information System for Operations Management was made accessible to all offshore personnel becoming the main source of data for reporting requests during the COVID-19 pandemic. The system is being upgraded to manage offshore pass deployment.

**LUCY** – The system for Company employee data has been upgraded to include a Payroll Interface, a re-designed global Compensation process, a Time-Off module and the integration of the Reward Campaign (STI, LTI, Merit Increase, Promotion).

**Qualtrics** – The deployment of this solution offers a diagnostic, deep dive engagement platform with powerful analytics and intelligent action planning combined with automated employee surveys. It allows SBM Offshore to measure 'moments that matter' in the employee lifecycle (i.e. candidate experience, onboarding, professional development, performance reviews).

### FUTURE

Alongside the management of individual development plans, the Company will continue to conduct assessments and run Development Centers. In 2021, there will be a special focus on our Technical Experts with professional growth options. The Company will also ensure that younger potentials are known at Group level and leverage the HR community to develop their talents.

Numerous initiatives are in progress to optimize, transform, and innovate SBM Offshore's ways of working, with the people aspect of change being pivotal to successful

deployment. The change management organization will support all transformation programs.

SBM Offshore continues to evolve its talent management programs, investing in and developing its people, in line with changes in the Company and a transforming industry. The Company believes that satisfied and engaged employees will lead to increased productivity, as well as the desired entrepreneurial and ownership behaviors that the Company relies on.

### 2.1.5 ECONOMIC PERFORMANCE

#### MANAGEMENT APPROACH

The Company's primary business segments are: Lease and Operate and Turnkey. Although financial results are presented per segment, activities between business segments are closely related. In addition to reporting under International Financial Reporting Standards (IFRS) guidelines, the Company's Directional reporting methodology was introduced to reflect Management's view of the Company and how it monitors and assesses financial performance. This chapter of the Annual Report presents numbers based on Directional reporting.

The Company provides Directional Revenue and EBITDA guidance, which is updated in the event of material change, if any. Economic performance is a result of all Company activities, governed as per sections 3.1 and 3.2 and executed as per Management Approach sections in chapter 2.

#### 2020 PERFORMANCE

Economic performance is measured through profitability, cashflow, backlog and the financial position of the Company.

#### Profitability

Full-year 2020 Directional revenue was US\$2,291 million, an increase of 6% compared with 2019. This increase is mainly driven by the Lease and Operate activity with (i) *Liza Destiny* (FPSO) joining the fleet after achieving first oil at the end of 2019 and (ii) the Company's additional percentage of ownership in the Lease and Operate entities related to the five Brazilian FPSO's in which the Company purchased additional shares in the second half year of 2019. Directional Turnkey revenue decreased to US\$669 million in 2020 compared with US\$856 million in 2019. Despite a general ramp-up of Turnkey activities with three FPSO's under construction in 2020, the decrease is mostly attributable to the reduced level of activity on Turret EPC projects.

Adjusted for non-recurring items, Underlying Directional EBITDA increased to US\$944 million in 2020 compared with US\$832 million in 2019. This resulted from an increase of

the Underlying Lease and Operate EBITDA by US\$112 million supported by the same drivers as the increase in the Lease and Operate revenue. At the same time, the incremental costs from the implementation of additional safety measures linked to COVID-19 have been partially recharged to clients under reimbursable contracts. Underlying Directional Turnkey EBITDA decreased from US\$53 million in the year-ago period to US\$(9) million in the current year. While the reduced level of activity on Turret EPC projects and small product lines (Offshore Services/Terminals) was nearly offset by ramp-up on *FPSO Sepetiba*, the Turnkey EBITDA was impacted by US\$(40) million of restructuring costs during the current year. It should be noted that the ongoing construction works on *Liza Unity* (FPSO) and *Prosperity* (FPSO) did not contribute to Directional net income over the period. This is because the contracts are 100% owned by the Company and are classified as operating leases as per Directional accounting principles.

2020 Underlying Directional net income attributable to shareholders stood at US\$125 million, a decrease of US\$46 million compared with the previous year, mainly driven by restructuring costs expensed in 2020 to adapt the Company's business model to an environment of shorter oil price cycles and increased volatility.

The above Underlying figures exclude several non-recurring items described in 4.1.3. These items had a positive impact on the 2020 Directional Revenue and EBITDA for an amount of US\$77 million, and a negative impact on net profit attributable to shareholders for US\$(87) million. Including these items, total reported 2020 Directional EBITDA was US\$1,021 million and net profit attributable to shareholders was US\$38 million.

### Cash Flow/Liquidities

Thanks to the strong contribution of the fleet, the Company generated US\$696 million of net cash flows from operating activities over 2020, while cash and undrawn committed credit facilities amount to US\$1,681 million at December 31, 2020.

### Backlog

The Directional backlog, which is presented on a pro-forma basis in note 4.1.3, grew to a total of US\$21.6 billion at

December 31, 2020, compared with US\$20.7 billion at year-end 2018.

This significant year-on-year growth was mainly the result of (i) the awarded contracts for the next phase of the Payara development for the *Prosperity* (FPSO) project; (ii) the change in *Liza Destiny* (FPSO) assumptions to reflect the basic contractual term of 10 years of lease and operate and (iii) the five years' extension for the lease and operate contracts of the *FPSO Espirito Santo*. The Company's backlog provides cash flow visibility of 25 years, up to 2045.

### Statement of Financial Position

The Company's financial position has remained strong as a result of the cash flow generated by the fleet and the successful adaptation of the Turnkey segment to a more competitive and unpredictable market.

Directional shareholders equity decreased from US\$1,179 million to US\$858 million. This was primarily due to the completion of the EUR150 million share repurchase program and the dividend distribution to the shareholders for an amount of US\$150 million, while the net income of the year was reduced due to the restructuring costs and several non-recurring impairments described in 4.1.3.

Directional net debt increased by US\$633 million to US\$4,093 million at year-end 2020. While the Lease and Operate segment continues to generate strong operating cash flow, the Company drew under its existing credit facilities to fund continued investment in growth (three FPSOs under construction at December 31, 2020).

The majority of the Company's debt as of December 31, 2020 consisted of non-recourse project financing (US\$3.1 billion) in special purpose investees. The remainder (US\$1.3 billion) comprised of borrowings to support the construction of FPSO *Liza Unity* and *FPSO Sepetiba* and the loan related to the DSCV SBM Installer. The Company Revolving Credit Facility (RCF) was undrawn at year end and the net cash balance stood at US\$383 million (December 31, 2019: US\$458 million).

For a total overview of the Company's financials, please see section 4.2 of the Annual Report.

## 2 PERFORMANCE REVIEW & IMPACT

### FAST4WARD®



Fast4Ward® is SBM Offshore's program to transform the business by reducing cycle time to energy delivery, de-risking projects and improving quality and safety.



## 2.1.6 EMISSIONS

### MANAGEMENT APPROACH

The topic of emissions is dealt with in various parts of the organization, most notably under the HSSE and Environmental Reporting approaches as described in sections 2.1.3, 4.9.1 and 4.9.2. The Company is reporting to CDP (formerly the Carbon Disclosure Project) and considering IOGP statistics to ensure the right benchmarking.

SBM Offshore sets targets and actions within regulatory frameworks. In support of the Energy Transition the Company reduces emissions throughout the lifecycle of its products. For the long-term, the emissionZERO™ program has been introduced to align the Company's activities with our stakeholders' net zero ambitions. In 2020, SBM Offshore set targets to reduce flare emissions on its activities, to have zero oil spills and to set a company-wide target to reduce air-travel-related emissions.

Furthemore the Company strives to outperform industry benchmarks on the following indicators :

- GHG emissions<sup>4</sup>, gas flare<sup>5</sup>, energy consumption<sup>6</sup>

<sup>4</sup> Target of 149 tonnes of GHG emissions per thousand tonnes of hydrocarbon produced as reported by companies participating in the 2018 IOGP benchmark, Report 2018ee, p.2

- Oil in produced water<sup>7</sup>, oil spill per production<sup>8</sup>

The efforts in emissions management build upon years of action taken to bring emissions down structurally. For example, between 2016 and 2020, GHG-intensity in operations has declined by over 40% with flaring intensity reducing by almost 50% . Through this approach, the Company is mitigating risks in the light of climate change and social license to operate, as mentioned in section 1.4.2.

Although the focus is on GHG emissions, and carbon emissions in particular. SBM Offshore is also addressing other emissions – such as emissions to water and non-GHG emissions. Further information can be found in sections 2.2 and 4.10.2.

### 2020 PERFORMANCE

During 2020 a total of 5.67 million tonnes of GHG emissions are reported, divided over Scope 1, 2 and 3 emissions .

<sup>5</sup> Target of 10.5 tonnes of gas flared per thousand tonnes of hydrocarbon produced as reported by companies participating in the 2018 IOGP benchmark, Report 2018ee, p.2

<sup>6</sup> Target of 1.5 gigajoules of energy for every tonne of hydrocarbon produced as reported by companies participating in the 2018 IOGP benchmark, Report 2018ee, p.2

<sup>7</sup> Target of 12.3 tonnes of oil discharged to sea per million tonnes of hydrocarbon produced as reported by companies participating in the 2018 IOGP benchmark, Report 2018ee, p.3

<sup>8</sup> Target of 0.5 oil spills greater than one barrel per million tonnes of hydrocarbon produced as reported by companies participating in the 2018 IOGP benchmark, Report 2018ee, p.3



## GHG EMISSIONS (MILLION TONNES CO<sub>2</sub> EQUIVALENT)

### SCOPE 1

All Direct Emissions from the activities of an organization or under their control (ie. fuel combustion).



**5.66** All emissions, incl. client production driven.  
**0.99** SBM Offshore account flaring

### SCOPE 2

Indirect Emissions from electricity purchased and used by the organization.



### SCOPE 3

All other Indirect Emissions from activities of the organization, occurring from sources that they do not own or control [ie: occurring up and/or down the value chain]



SUPPLY CHAIN  
CONTRACTED YARDS  
for instance sourced steel and equipment



BUSINESS TRAVEL

### SBM OFFSHORE TOTAL EMISSIONS

# 5.67

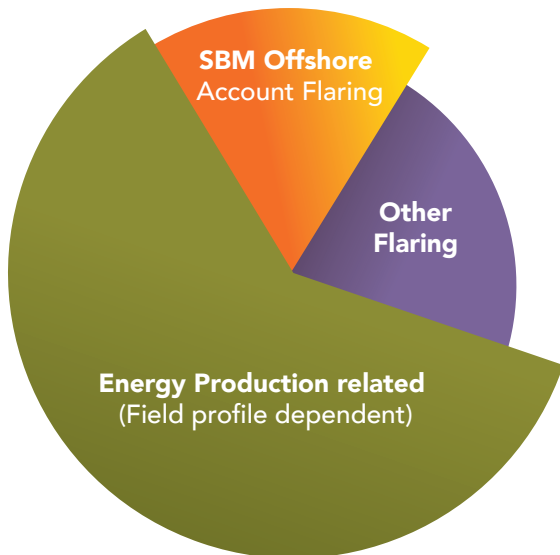
## 2 PERFORMANCE REVIEW & IMPACT

### Scope 1 emissions

Emissions from fleet operations account for the majority of the carbon footprint reported by the Company, around 99% of total emissions giving 5.66 million tonnes of GHG were emitted under Scope 1 in fleet operations (Operational Control view) or 3.86 million tonnes (Equity Share view). This equates to 120.5 tonnes of GHG emissions per thousand tonnes of hydrocarbon produced, which is 19% better than the industry benchmark<sup>9</sup>.

Scope 1 emissions from fleet operations mainly relate to the required production profile of the oil field and the subsequent energy production, e.g. from gas turbines. (61.1% of Scope 1 emissions from operations). Other key emission categories are from flaring attributable to the SBM Offshore account (17.5%) and other flaring (21.4%).

### Scope 1 emissions from fleet operations reported



The Company instituted a performance program measuring flare emissions on SBM Offshore account since the launch of the internal CO<sub>2</sub> Challenge in 2015. For 2020, SBM Offshore set a target to reduce the absolute mass of gas flared in its fleet by 25% compared with 2019. The Company takes pride that it exceeded the target achieving a 36% reduction.

In 2020, SBM Offshore ramped up production in Guyana through *Liza Destiny* (FPSO). Start-up is a transition phase with inherently higher flaring emissions. This project was analyzed in detail to improve our emission performance during this critical phase for future projects. A key factor is the offshore commissioning of gas management systems, in particular in the gas treatment plant, main gas compression

and flash gas compression. In addition to holding an in-depth lessons-learned review on the matter, the Company introduced a reduction factor for flare emission performance contribution to its short-term incentive calculations. This operation was not part of the 25% target mentioned above, as the project did not have a full year operation in 2019.

In order to address future Scope 1 emissions, SBM Offshore has targets for Innovation, Technology and Infrastructure, in line with SDG 9. In 2020, the Company spent 52% of its technology development budget on non-carbon technology, well above the 30% target set. Also, the Company provided Scope 1 emission outlooks for 100% of its FPSO tenders, which enables client engagement on emission reduction solutions in early project stages.

To further reduce emissions from the power generation aspect of existing assets, SBM Offshore is dependent on investments by clients and JV partners. SBM Offshore is ready to lead, co-develop and deliver on such investments.

### Scope 2 & 3 Emissions

To address Scope 2 emissions, SBM Offshore was proud to have achieved green certifications for 91% of its offices in 2019. In 2020, it expanded the scope of this initiative to project offices, with 62.5% of them now being assessed for sustainability certifications.

As part of climate action (SDG 13), SBM Offshore is committed to setting an air-travel-related CO<sub>2</sub> emissions target for the future. In 2021, the Company will commit to 20% lower air-travel-related CO<sub>2</sub> emissions compared with 2019. Remote working and less travel and consumption during 2020 will provide lessons in structurally lowering emissions from business travel. The target takes into account the fact that a portion of our business travel relates to offshore operations, e.g. crew changes, where volumes are difficult to reduce significantly in short time-frames.

SBM Offshore is proud to have improved to a B-score in CDP, meaning the Company is 'taking coordinated action on climate issues'. Further explanation is given in section 1.4.3.

Relating to other emissions :

- The Company's energy intensity is 11% better than the industry benchmark<sup>10</sup>. Energy consumption volumes can be found in section 4.10.2.
- The quantity of oil discharged to sea per hydrocarbon production was 5.09 tonnes per million tonnes of hydrocarbon produced, well below IOGP.

<sup>9</sup> Companies participating in the 2018 IOGP benchmark reported 149 tonnes of GHG emissions per thousand tonnes of hydrocarbon produced, Report 2018ee, p.2

<sup>10</sup> Companies participating in the 2018 IOGP benchmark consumed 1.5 gigajoules of energy for every tonne of hydrocarbon produced, Report 2018ee, p.2

## EMISSIONZERO™

Early in 2020, SBM Offshore announced the emissionZERO™ concept, which has evolved over the year into a program targeting near zero emissions from Operations. This ambition has also been made part of the sustainability policy.

EmissionZERO™ brings to market floating energy production solutions with near zero emissions. The Company sets targets in line with the net-zero ambitions of key stakeholders, and calls for their active engagement. EmissionZERO™ is a program for continuous product development, providing a platform for stakeholder engagement at the same time.

Key commitments :

- the Company works towards near zero emissions from operations (scope 1 emissions)
- the Company sources green electricity to run its business (scope 2 emissions)
- the Company executes projects and procures with continued emission reductions in mind (scope 3 emissions)

Activities comprise new product development, embedding emissionZERO™ in SBM Offshore's ways of working and running a platform for engagement.

Key achievements on emissionZERO™ have been :

- The launch of the concept and brand in Q1 2020
- The engagement with strategic and key client accounts and suppliers during the year
- The enrichment of our Fast4Ward® product catalogue with lower carbon solutions
- The qualification of new technology, in particular carbon capture and energy storage
- The establishment of a portfolio of ideas and projects to further reduce the carbon footprint of our activities

Development of an emissionZERO™ based FPSO is a key element of the program and is planned in three phases: Phase 1 will accelerate existing technology into upcoming tenders; Phase 2 focuses on alternative forms of power generation – for instance importing renewable energy from shore or floating renewable energy solutions, as well as carbon capture and storage; and Phase 3 will look at emission reduction effects of remote operations and renewable energy storage.

The success of the program is highly dependent on market acceptance. SBM Offshore therefore is open for business on emissionZERO™ and welcomes engagement with its value chain.

### EMISSIONZERO™ - THE PATH



### Our ambition is that emissionZERO™ brings to market floating energy production solutions with near zero emissions

- New product & technology development
- Embed emissionZERO™ in SBM Offshore's ways of working
- A platform for engagement

## FUTURE

The Company is committed to the ramp-up of emissionZERO™ in the coming years and to keep setting targets to reduce emissions, as explained in section 2.2.

Furthermore, the Company continues to expand the work under TCFD, begun in 2019 (see section 1.4.3).



## 2 PERFORMANCE REVIEW & IMPACT

To reduce flaring in 2021, the Company has set a target for reduction in SBM Offshore's account as explained in section 2.2. This target reflects the lessons learned from the achievements and challenges in 2020.

Furthermore, SBM Offshore remains committed to achieve better environmental performance than the 2019 IOGP industry benchmark<sup>11</sup> for energy consumption<sup>12</sup> and oil

spills per production<sup>13</sup>; and 50% better than the 2019 IOGP industry benchmark<sup>14</sup> for oil in produced water<sup>15</sup>.

<sup>11</sup> IOGP data series environmental performance indicators - 2019 data, report number 2019e.

<sup>12</sup> Target of 1.5 gigajoules of energy for every tonne of hydrocarbon produced as reported by companies participating in the 2019 IOGP benchmark, Report 2019e, p.23

<sup>13</sup> Target of 0.5 oil spills greater than one barrel per million tonnes of hydrocarbon produced as reported by companies participating in the 2019 IOGP benchmark, Report 2019e, p.36

<sup>14</sup> IOGP data series environmental performance indicators - 2019 data, report number 2019e.

<sup>15</sup> Target of 13 tonnes of oil discharged to sea per million tonnes of hydrocarbon produced as reported by companies participating in the 2019 IOGP benchmark, Report 2019e, p.30



### 2.1.7 DIGITALIZATION

#### MANAGEMENT APPROACH

The Company aims to increase lifecycle value through better use of data and digital technology hence its Digital Transformation program is a key enabler for increasing Company value. SBM Offshore sets short-term targets in this area, for example, to increase efficiency, to increase the connected data set and to bring new services to market.

The Transformation program is aimed at upgrading the main data systems, enabling more automation, improving efficiency, and gaining insight, ultimately leading to safer and more sustainable operations. Digital Transformation is also enabling the creation of new business opportunities, both within product development and digital services, to secure new revenue streams for the Company. The Digital

Transformation program is under the responsibility of the Chief Strategy Officer and sponsored by the CEO. Digital solutions are brought to market through the *Services* function described in section 1.3.3.

The Digital Transformation program plays a key role in achieving efficiencies defined in the Fast4Ward® program. The program covers five areas :

1. Data Company – focused on streamlining the data and information model of the Company
2. Smart Execution – focused on further digitalization of the EPC stage of SBM Offshore's projects
3. Smart Operations – focused on the transformation of asset operations
4. Smart Services – focused on developing new business from data and digital technologies

- Employee Experience – focused on increased employee engagement through the use of digital platforms and tools

A key item in the transformation is the Management of Change approach to address the risk as mentioned in

section 1.4.2. Furthermore, the IT architecture is subject to 24/7 monitoring, independent testing and audits, contributing to the mitigation of risks mentioned in section 1.4.2.

## DIGITAL TRANSFORMATION AT SBM OFFSHORE



### 2020 PERFORMANCE

Creating value by leveraging data and digital technologies across the product and project lifecycle is the key driver in the Digital Transformation program. In 2020, this was achieved through the following program contributions :

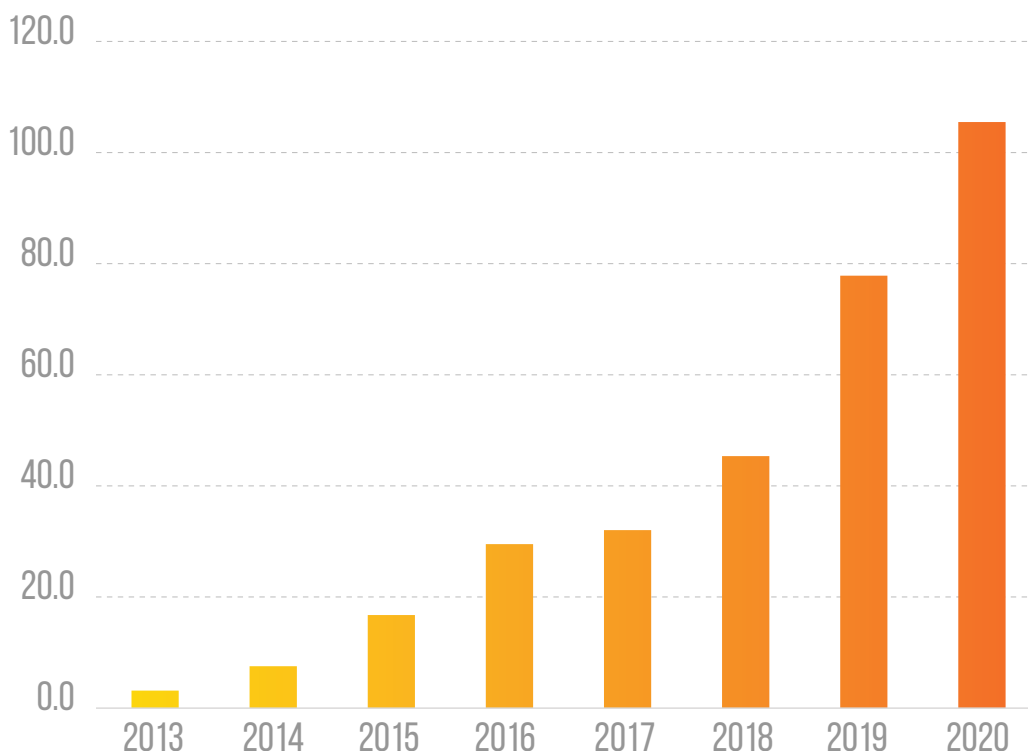
- Data Company** – during 2020, SBM Offshore began a project ('Integra') to upgrade various systems through the implementation of an integrated enterprise resource planning system to further increase lifecycle value from its projects and operations. This project will improve end-to-end data connection. It facilitates simplification and standardization and improves the quality and structure of data across the Company, enabling enhanced business intelligence and insight.
- Smart Execution** – the Company has progressed on the development of the digital-twin solution. Furthermore, SBM Offshore performed remote inspections in many locations across the world, by using digital tools, thus continuing work while travel was restricted.
- Smart Operations** – the Operational Intelligence & Performance Optimization Center (OIPOC) and launch of smart tools are the key enablers for safer, more reliable and more efficient operations. The following achievements were key :
  - 37% increase in the cumulative number of operational signals, compared to 2019, to above 100k. This includes key process indicators like pressures,

temperatures etc – stored and leveraged for remote monitoring of rotating equipment and process systems, troubleshooting and machine learning (see below graph).

- Opening of an OIPOC satellite in the Santos shore base, Brazil.
- Improved usage of remote-monitoring applications aimed at abnormal-behavior detection and technologies, such as use of drones for remote unmanned tank inspections.
- Offshore testing and deployment of intelligent agents, advancing the Company's machine learning capabilities.
- Smart Services** – through the above, the Company has been able to mitigate COVID-19 impacts and reduced operating costs at the same time, adapting the business to a new normal. At the same time, the Company was able to improve client service, for example, with a digital twin on the *Prosperity* (FPSO) project and an electronic yard completion app.
- Employee experience** – the COVID-19 pandemic has accelerated SBM Offshore's deployment of workplace technologies, through the additional use of collaborative tools, improved video-conferencing technologies and development of a new social media-based intranet. SBM Offshore has invested in a new solution called Qualtrics, focused on employee engagement.

## 2 PERFORMANCE REVIEW & IMPACT

### NUMBER OF DATA SIGNALS (CUMULATIVE – '000)



#### FUTURE

SBM Offshore will build on the successful application of digital technologies for the execution of projects and a road map has been created for this purpose. For offshore operations, SBM Offshore will create value from – among others – reduction of major repairs, optimized maintenance and inspection programs and redefining specific services with key vendors for greater efficiency. New business models and revenue streams will be a key focus area.

#### 2.1.8 INNOVATION

##### MANAGEMENT APPROACH

The key objective of innovation at SBM Offshore is to bring to market solutions that are in line with the Company's strategy, in particular those related to the Energy Transition. All parts of the organization are encouraged to contribute to innovations in their field of expertise. The development of new technology, related to core products specifically, is managed by the Group Technology Department. Technology development and innovation programs are aligned with the long-term strategies of the Product Lines and with key programs such as emissionZERO™ and Fast4Ward®. Development roadmaps are kept up to date with technical and market developments through regular reviews.

SBM Offshore brings new technology to market through a structured stage-gate process to ensure that the technology is properly validated before being offered for sale or introduced into projects. This Technology Readiness Level (TRL) process is based on American Petroleum Institute standards (API RP17N) and includes prototype testing and full FEED level definition of new systems as part of the qualification requirements.

The Company manages its IP portfolio by registering patents and trademarks, as well as through securing trade secrets and know how. To ensure IP integrity, the Company manages the classification of documents and non disclosure agreements with partners and ensures restricted access to technology-sensitive documents. Freedom-to-operate checks are conducted to ensure respect for third-party rights. Through this approach, risks associated with Technological Developments are mitigated (see section 1.4.2).

##### 2020 PERFORMANCE

In 2020, the Company continued the trend of increasingly diversifying its development efforts in emerging technologies associated with gas, power and renewable energies, exceeding the target of allocating 30% of the technology budget to non-carbon technology

developments. Some of the main development projects undertaken in 2020 include :

- The continued development of the Company's unique Floating Offshore Wind TLP concept for an increased range of water depths, more severe environmental conditions and large turbines. The concept has been adopted by the PGL floating wind farm development project and has entered the EPC phase.
- The completion of the design and fabrication of the first sections of the innovative S3® Wave Energy Converter (WEC) project at SBM Offshore's R&D Laboratory. The project is on track to deliver a prototype in the water in 2022.
- The design and technology qualification of a topside module to capture CO<sub>2</sub> from FPSO gas turbine exhaust.
- The visual inspection of void tanks on an FPSO using a remotely operated drone, witnessed by a surveyor from the Classification Society.
- The development of a concept for a new Floating Power Generation Unit based on a converted LNG carrier.
- The development of a floating renewable hydrogen production concept based on the Company's Floating Offshore Wind TLP design.

During 2020, a total of 34 TRL steps on various technology development projects were passed and the Company filed 8 new patent applications to strengthen its existing portfolio of 158 patent families; in particular in the area of renewables and digital applications. Over the course of 2020, four innovation projects reached market-ready status.

## FUTURE

The Company continues to focus its technology development activities on the energy transition by allocating more than 50% of its technology development budgets to non-carbon technologies. These include investments in topside technologies to deliver the ambitions of the Company's emissionZERO™ FPSO program. The Company will also continue to invest in research and development for its innovative S3® Wave Energy Converter and Floating Offshore Wind solutions.

### 2.1.9 ENERGY TRANSITION

#### MANAGEMENT APPROACH

Key elements that enable the Company's success in the energy transition area are :

- Product Development for Floating Offshore Wind and Wave Energy
- Technology Development supporting these product developments (see more detail in section 2.1.8)
- The emissionZERO™ program explained in section 2.1.6
- SDGs the Company is committed to, as explained in section 2.2

Product development for energy transition is addressed through the Company's New Energies & Services business unit, in collaboration with the Technology Department. SBM Offshore continues to evaluate its renewables and gas performance growth through measurement against full company revenues, in line with its 2030 ambition. The Company monitors its commercial pipeline that will allow the Company to achieve its envisioned growth goals.

By addressing the energy transition in this manner, SBM Offshore is addressing material risks of oil price dependency, portfolio risks and Climate Change described in section 1.4.2.

#### 2020 PERFORMANCE

In line with our strategy to innovate and our ambition to have 25% of the Company's revenues from renewables and gas by 2030, SBM Offshore has made significant achievements in 2020 :

- SBM Offshore has been contracted by EDF Renewables for the engineering, procurement, construction and installation of three floating units and their mooring systems for offshore wind turbines, with a total capacity of 25.2 MW. The units will be deployed offshore Marseille for the project Provence Grand Large. The Company has made progress on the design and the turnkey phase is ongoing, with expected installation in 2022.
- Progress has been made in the innovative S3® Wave Energy Converter pilot project, with expected installation offshore Monaco in 2022.
- Research and Development investments in renewable energy products, with 52% of the total 2020 R&D budget applied to non-carbon technologies. This includes further development of Floating Offshore Wind and Wave Energy Converter products, as well as studies within energy storage, desalination, hydrogen and ammonia for offshore applications.
- Strengthening of the Company's position in the Gas and LNG markets, focusing on LNG-to-Power and LNG Terminals.
- SBM Offshore is working on projects that address emissions reduction along the lifecycle of its business, as part of its emissionZERO™ portfolio.
- In December, the Company launched the New Energies & Services business entity, placing it prominently in the organization, reporting to the CEO.

#### FUTURE

SBM Offshore will build upon these achievements and is looking at developing from renewable energy pilots to commercial energy infrastructure as well as increasing its role in the supply chain with the aim of creating more value.

## 2 PERFORMANCE REVIEW & IMPACT

### 2.1.10 MARKET POSITIONING

#### MANAGEMENT APPROACH

Market positioning is about global presence and engaging in emerging markets in order to adapt to market developments. Size of business, new business development and sustainability benchmarks are seen as strong indicators of a successful management approach. Examples of metrics are the performance of the fleet, the number of projects won and the Company's ESG index performance. The Company's strategy to Optimize, Transform and Innovate combined with addressing material topics leads to a market positioning for future success. Through market positioning, SBM Offshore addresses the risks under Competitiveness

mentioned in section 1.4.2. As such Market Positioning is the outcome of several activities with subsequent responsibilities, described in previous sections.

SBM Offshore aims to position itself for an order intake of 2+ FPSO's per year. Annual sustainability targets are managed and The Company is actively engaging with and learning from various ESG ratings.

#### 2020 PERFORMANCE

Performance is detailed in subsections of 2.1. The below table provides the key items of SBM Offshore's market positioning.

Market positioning – SBM Offshore performance

	Optimize	Transform	Innovate
SBM Offshore performance	<ul style="list-style-type: none"> <li>▪ Fleet size of 15</li> <li>▪ Backlog of 21.6US\$ Bn</li> <li>▪ 5 FPSO projects under construction</li> <li>▪ Nearly 350 years of cumulative operating experience</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1 Fast4Ward® project under negotiation, 2 Fast4Ward® MPF under construction</li> <li>▪ Industry leader in sustainability ranking</li> <li>▪ emissionZERO™ launch</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2 projects developed in the energy transition</li> <li>▪ 52% R&amp;D spend into non-carbon technology</li> </ul>
Benchmarking	<ul style="list-style-type: none"> <li>▪ A leader in its market</li> <li>▪ A leader on occupational safety</li> <li>▪ 1<sup>st</sup> among peers to launch branded platform for emissions reduction</li> <li>▪ 1<sup>st</sup> among peers with EPC floating offshore wind</li> <li>▪ Industry first with a S3® type Wave Energy converter</li> <li>▪ 1<sup>st</sup> among peers in sustainability</li> <li>▪ 93rd Percentile Dow Jones Sustainability Index</li> </ul>		

#### FUTURE

SBM Offshore is committed to safe, sustainable and affordable energy for generations to come. The Company aspires to industry leadership, by understanding stakeholder interests and increasing the size and value of the business. In 2021, the Company's focus remains the safe and reliable execution of its ongoing projects and operation of its fleet. SBM Offshore also continues to engage early with clients to further grow its backlog in its traditional and new markets. There will be further development of the transformation projects, emissionZERO™, Fast4Ward® and Digitalization and the Company will continue innovating along the energy transition. Finally, sustainability performance is key to long-term market positioning. See section 2.2. for future developments in that area.

non-financial performance, as well as on indicators for its material topics.

The Company has a Sustainability Policy which includes commitments and guiding principles for the Company and its stakeholders. SBM Offshore is committed to alignment with the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises (MNE). Furthermore, to provide context for SBM Offshore's targets and performance, SBM Offshore leverages the UN SDG framework. The Company has identified seven SDGs that are most material to its business. In line with these SDGs, SBM Offshore has developed long-term targets and development roadmaps. These targets and roadmaps are built with inputs and commitments from different business entities as part of business plans and budgets.

## 2.2 SUSTAINABLE DEVELOPMENT AND LOCAL IMPACT

#### MANAGEMENT APPROACH

SBM Offshore is committed to sustainability, which contributes to the Company's Vision of providing Safe, Sustainable and Affordable Energy. SBM Offshore follows the Global Reporting Initiative (GRI) standards to report on







Sustainability is supervised by the Chief Strategy Officer, who reports to the CEO. In addition to a sustainability department, the Company has Sustainability Ambassadors in various business and functional divisions to drive the implementation of the sustainability strategy and embed it within the ways of working.

## 2020 PERFORMANCE

In 2020, the Company built on previous years' efforts and committed itself to selected SDG targets. This performance program is linked to the Company's Short-Term Incentive

(STI) scheme. In 2020, SBM Offshore added company targets for SDGs 3, 9 and 13. The table below demonstrates how the Company has performed on these targets. The Company aims to achieve 100% completion of targets.

### SUSTAINABLE DEVELOPMENT GOALS: COMPANY TARGETS FOR 2020

SDG	2020 COMPANY TARGETS	2020 ACTUAL
	Introduce a Health Check Program in accordance with SBM Offshore best practice in offices in <b>five</b> key countries	<b>5</b>
	Reduce mass of gas flared under SBM Offshore account by <b>25%*</b>	<b>36%</b>
	<b>60%</b> of project offices to have a local sustainability certification	<b>62.5%</b>
	Total Recordable Injury Frequency Rate below <b>0.2</b>	<b>0.1</b>
	Include Human Rights screening in the Vendor Qualification Process; <b>90%</b> of Key Vendor sample responding	<b>100%</b>
	<b>30%</b> of the 2020 R&D budget allocated to non-carbon technologies	<b>52%</b>
	<b>100%</b> of FPSO EPC proposals contain recording carbon emissions planned over asset life	<b>100%</b>
	Introduce measurement system of CO <sub>2</sub> related to air travel to enable setting of reduction target by end of Q3	<b>Achieved</b>
	Reduce plastic waste offshore by <b>10%</b>	<b>18%</b>
	Zero hydrocarbon spills in accordance with industry reporting guidelines	<b>0</b>

\* Excl. FPSO Liza Destiny

## 2 PERFORMANCE REVIEW & IMPACT

The Company takes pride in reporting on SDG-linked targets, and the results achieved during 2020 and in taking action for improvement. The fact that performance is explained in these terms, under previous sections, demonstrates the embedding of sustainability in the business. All of the ten targets set for this year have been met or exceeded, as explained below.

On SDG 3, Good Health and Wellbeing, the Company is pleased to see SBM Offshore Best Practice Health Check Programs now in place in the USA, the Netherlands, Monaco, Malaysia and Brazil. Extraordinary efforts were made to address SDG 3 as a result of the pandemic, through the Company's Global Response and a company-wide awareness campaign focusing on mental health and wellbeing in December.

Regarding SDG 7, Affordable and Clean Energy, an explanation of the flare emissions performance is given in detail under section 2.1.6. The Company is pleased with the 36% reduction of gas flared on the SBM Offshore account and learned lessons from challenges described in section 2.1.6. On office certification, the Company now has additional insight into the Sustainability Levels of 62.5% of its project offices. This has led the Company to define actions on how the Company can make offices even more sustainable and energy efficient.

On SDG 8, Decent Work and Economic Growth, performance is explained under section 2.1.2.1 Engagement with our supply chain in yards remains a critical element to ensure respect for human rights in areas where the Company is executing business.

For SDG 9, Industry, Innovation and Infrastructure, the Company has invested, well above the target set, in non-carbon technologies to facilitate energy transition and decarbonization. All FPSO tenders from SBM Offshore include emission projections for the operation phase, which have enabled the Company to engage with clients on the asset's carbon footprint as well as potential solutions to reduce GHG emissions in the future.

Regarding SDG 13, Climate Action, SBM Offshore achieved its target and has committed to an air-travel-related emissions reduction target for 2021 of 20%, compared with 2019.

With regard to SDG 14, Life Below Water, there were zero hydrocarbon spills exceeding one barrel in volume, while the industry benchmark<sup>16</sup> is 0.5. Furthermore, the amount of plastic waste generated onboard vessels reduced by

approximately 18% from 174.1 tonnes in 2019, to 143.1 tonnes.

SBM Offshore has applied the lessons learned from performance on these targets for further improvement. The Company takes pride in its continuous improvement approach and will apply the knowledge gained from its performance in future target setting. This has led to positive ratings in sustainability benchmarks, as per the table below.

### Ranking of SBM Offshore in Sustainability Benchmarks

Benchmark	2020	2019	Comment
CDP	B	C	'Taking climate action'
Dow Jones Sustainability Index (DJSI), percentile	93	92	#2 in industry
Sustainalytics, percentile	91	88	#1 among peers

### LOCAL IMPACT

During the COVID-19 pandemic, SBM Offshore reached out to local communities beyond its Global Response, in light of SDG 3, Global Health and Wellbeing. In **Brazil**, SBM Offshore launched the 'Solidarity Quarantine' program, with donations of basic supplies, medicine and PPE for non-government institutions located in cities where SBM Offshore is located. SBM Offshore took part in Trilha Emprededora (The Entrepreneur's Trail), an initiative by IBP, the State Education Secretariat of Rio de Janeiro and the NGO, Junior Achievement. The program seeks to keep children in school through a series of educational programs.

In **Guyana**, the Company enabled the delivery of 30,000 pieces of protective equipment to front-line workers. With SBM Offshore's presence in the country ramping up, the Company has given support to Plympton Farms, an innovative agricultural project that is turning barren earth into lucrative farmland, creating stable jobs for residents in more remote areas of the country.

SBM Offshore in **China** donated protective equipment, masks, thermometers, and overalls to the Disease Control Office of Changing District in Shanghai through the Shanghai Charity Foundation. The Company also donated equipment to the Assistance Ambulance Menton, **France** to collect and distribute donations of medical equipment among clinics, doctors and nurses in the region.

In **Malaysia**, SBM Offshore supported the Food Aid Project for families facing challenges in securing basic goods because of the pandemic. In addition to this, SBM Offshore sponsored a Social Textiles Project, which mobilized workers from underserved communities to produce PPE for medical facilities.

<sup>16</sup> Companies participating in the 2018 IOGP benchmark reported 0.5 oil spills greater than one barrel per million tonnes of hydrocarbon produced, Report 2018ee, p.3



In the **US**, face masks were donated to two Houston Medical organizations for distribution to local hospitals. Furthermore, employees took ownership after ramp down of the Houston office by donating office equipment and supplies to a local Houston school district for community and school programs.

## FUTURE









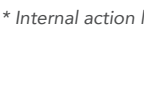
The Company takes pride in the fact that it can follow up on commitments made in previous years. In the long-term the Company will build on existing targets and SDG roadmaps and address the following topics :

1. Define an ambition for industry leadership on Employee Health & Wellbeing (SDG 3)
2. Strong growth in number of local offshore crew in Guyana (SDG 4)
3. Propose offers to clients and joint venture partners to address emissions in the existing fleet (SDG 7)

4. Strive for green energy in global offices (SDG 7)
5. Fully embed human rights and social performance within the Company to achieve no harm (SDG 8)
6. Be one of the industry top performers in terms of both TRIFR and Process Safety Events (SDG 8)
7. Achieve a growing share of renewable energy revenues – in line with Ambition 2030 (SDG 9)
8. Offer the market floating production systems with near zero emissions as per emissionZERO™ (SDG 9)
9. Further embed Climate Change Impact as per TCFD Framework (SDG 13)
10. Significantly Reduce Oil in Water Discharges (SDG 14)

During 2021, the Company will continue to assess SDGs, to see where additional action can be taken in the future.

## SUSTAINABLE DEVELOPMENT GOALS: COMPANY TARGETS FOR 2021

SDG	Target Area	2021 Company Target
	Employee Health and Well-being	70% of targeted employees participating in health checks
	Local community training & education	Establish an Offshore Energy & Industry Training Centre in Guyana
	GHG Emissions	Mass of gas flared under SBM Account (1.6 MMscft/day) Average per unit
	Energy Efficiency	100% completed action from 2020 sustainability reports*
	Human Rights	90% of identified high risk vendors responding to Human Rights screening
	Recordable Injuries	Total Recordable Injury Frequency Rate 0.18 or below
	Energy Transition & Decarbonization	Min. 50 % of the 2021 R&D budget allocated to non-carbon technologies 4 low carbon modules developed for Fast4Ward® catalogue
	Air Travel Emissions	20% reduction of air travel related CO <sub>2</sub> emissions versus 2019
	Water discharge	Manage oil in water discharge to 50% below IOGP average

\* Internal action list



# CHAPTER 3

## GOVERNANCE



# 3.1 MANAGEMENT BOARD AND SUPERVISORY BOARD

## MANAGEMENT BOARD



**Bruno Chabas**  
(Swiss and French, 1964)  
**Position:**  
Chief Executive Officer as per January 2012, previously Chief Operating Officer as per May 2011

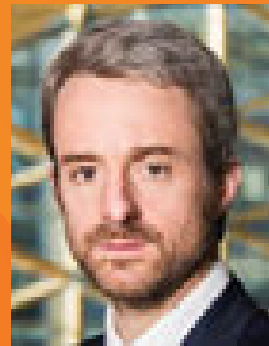
**Other mandates:**  
Non-Executive Director of FORACO International S.A., Non-Executive Director at GTT (Gaztransport & Technigaz)



**Philippe Barril**  
(French, 1964)  
**Position:**  
Chief Operating Officer as per April 2015



**Erik Legendijk**  
(Dutch, 1960)  
**Position:**  
Chief Governance and Compliance Officer as per April 2015



**Douglas Wood**  
(British, 1971)  
**Position:**  
Chief Financial Officer as per November 2016

## SUPERVISORY BOARD



**Roeland Baan**  
(Dutch, m, 1957)  
First appointed in 2018, expiry current term in 2022

**Positions:**  
Chairman of the Supervisory Board, Chairman of the Appointment and Remuneration Committee dealing with selection and appointment matters

**Other mandates:**  
CEO of Haldor Topsoe A/S



**Andy Brown**  
(British, m, 1962)  
First appointed in 2020, expiry current term in 2024, stepped down as per December 31, 2020

**Positions:**  
Vice-Chairman of the Supervisory Board, Chairman of the Technical and Commercial Committee

**Other mandates:**  
Advisor to ZeroAvia, Senior advisor to JMJ associates





### **Bernard Bajolet**

(French, m, 1949)

First appointed in 2018, expiry current term in 2022

**Positions:**

Member of the Supervisory Board, Member of the Technical and Commercial Committee



### **Francis Gugen**

(British and Irish, m, 1949)

First appointed in 2010, expiry current term in 2022

**Positions:**

Member of the Supervisory Board, Chairman of the Audit and Finance Committee

**Other mandates:**

Executive Chairman of Smart Matrix Limited, Advisor to Chrysaor Limited, Founder member of POWERful women



### **Sietze Hepkema**

(Dutch, m, 1953)

First appointed in 2015, expiry current term in 2023

**Positions:**

Member of the Supervisory Board, Member of the Appointment and Remuneration Committee

**Other mandates:**

Chairman of the Supervisory Board of Wavin N.V., Member of the Dutch Monitoring Committee Corporate Governance Code, Member of the Board of Stichting Continuïteit Signify, Senior Advisor Bain Capital Private Equity Europe, Member of the Board of Stichting Continuïteit Takeaway.com, Member of the Board of Stichting Continuity ProQR Therapeutics



### **Laurence Mulliez**

(French and British, f, 1966)

First appointed in 2015, expiry current term in 2023, will step down at the time of the 2021 AGM

**Positions:**

Member of the Supervisory Board, Member of the Audit and Finance Committee, Member of the Technical and Commercial Committee

**Other mandates:**

Chairperson of the Board of Voltalia, Senior Independent Director of Morgan Advanced Materials PLC, Non-Executive Director of Arcus Infrastructure Partners, Chairperson of the Board of Globeleq, Non-Executive Director of Siemens Energy AG



### **Cheryl Richard**

(American, f, 1956)

First appointed in 2015, expiry current term in 2023

**Positions:**

Member of the Supervisory Board, Chairman of the Appointment and Remuneration Committee dealing with remuneration matters

**Other mandates:**

Non-Executive Director of Gulf Island Fabrication Inc



### **Jaap van Wiechen**

(Dutch, m, 1972)

First appointed in 2020, expiry current term in 2024

**Positions:**

Member of the Supervisory Board, Member of the Audit and Finance Committee

**Other mandates:**

Member of the Executive Board of HAL Holding N.V. / director HAL Investments B.V., Chairman of the Supervisory Board of Mondhoek B.V. (Coolblue), Member of the Supervisory Board of Atlas Services Group Holding B.V., Member of the Supervisory Board of Royal Boskalis Westminster N.V.

## 3 GOVERNANCE

### 3.2 CORPORATE GOVERNANCE

This section gives a broad outline of SBM Offshore's corporate governance structure by describing the roles of the corporate bodies, the external auditor and of the foundation Stichting Continuïteit SBM Offshore. This section also indicates to what extent SBM Offshore applies the principles and best practice provisions in the Dutch Corporate Governance Code of December 8, 2016 (the Corporate Governance Code). The details on compliance with the Corporate Governance Code can be found on SBM Offshore's website under 'Rules governing the Supervisory Board'. The full text of the Corporate Governance Code can be found on [www.mccg.nl](http://www.mccg.nl).

#### 3.2.1 CORPORATE GOVERNANCE STRUCTURE

SBM Offshore N.V. is a limited liability company (*Naamloze Vennootschap*) incorporated under the laws of the Netherlands with its corporate seat in Amsterdam. The Company is listed on Euronext Amsterdam. The Company has a two-tier board consisting of a Supervisory Board and a Management Board. Each board has its specific roles and tasks regulated by laws, the articles of association, the Corporate Governance Code, the Supervisory Board rules and Management Board rules. The Management Board rules and Supervisory Board rules contain details on the ways of working of the Management Board and the Supervisory Board and were last amended in November 2019 by adding the Related Party Transaction Policy as an additional schedule to the both set of rules. Both sets of rules are published on the Company's website, together with the articles of association.

#### 3.2.2 MANAGEMENT BOARD

The Management Board manages the Company and is responsible for the continuity of the Company and its business. The Management Board establishes a position on the relevance of long-term value creation and strategy for the Company and its business and takes into account the relevant stakeholders' interests. In fulfilling its responsibilities, the Management Board is guided by the interests of the Company and its business.

Each year, the Management Board presents to the Supervisory Board the strategy of the Company, the Operational Plan and the financial objectives that allow quantification and progress measurement of the strategy implementation.

The Management Board is responsible for determining the Company's risk profile and policy, which are designed to realize the Company's objectives, to assess and manage the Company's risks and to ensure that sound internal risk

management and control systems are in place. The Management Board monitors the operation of the internal risk management and control systems and carries out a systematic assessment of their design and effectiveness at least once a year. This monitoring covers all material control measures relating to strategic, operational, financial, compliance and reporting risks. Among other considerations, attention is given to observed weaknesses, instances of misconduct and irregularities and indications from whistle blowers. A regular risk report is provided to the Supervisory Board.

The Management Board adopted corporate core values for the Company that contribute to a culture focused on long-term value creation. These values are Integrity, Care, Entrepreneurship and Ownership and are regularly discussed with the Supervisory Board. The Management Board encourages behavior that is in keeping with the values and propagates these values through leading by example. The Management Board is responsible for the incorporation and maintenance of the values.

The Management Board is accountable to the Supervisory Board and the General Meeting of Shareholders for the performance of its management tasks.

The Management Board currently consists of four members: the Chief Executive Officer, the Chief Financial Officer, the Chief Operating Officer and the Chief Governance and Compliance Officer. Management Board members are appointed and can be suspended or dismissed by the General Meeting of Shareholders. Further information about the appointment and dismissal of Management Board members can be found in SBM Offshore's articles of association.

Section 3.1 lists the material mandates of the Management Board outside SBM Offshore. Management Board members shall inform the Supervisory Board before accepting positions outside the Company. Positions may not be accepted without the Supervisory Boards' prior approval. The positions can not be in conflict with the Company's interests. Mandates are discussed annually in the Supervisory Board meeting. The Company is compliant with best practice 2.4.2 of the Corporate Governance Code. Members of the Management Board may also be appointed to the statutory board of the Company's operational entities.

#### 3.2.3 SUPERVISORY BOARD AND COMMITTEES

The Supervisory Board supervises the policies, the management of the Company and its businesses, the effectiveness and the integrity of the internal control and

risk management systems and procedures implemented by the Management Board, as well as the general conduct of affairs of the Company and its businesses. The Supervisory Board also supervises the activities of the Management Board in relation to the creation of a culture aimed at long-term value creation for the Company and its businesses. Furthermore the Supervisory Board assists the Management Board with advice in accordance with the Corporate Governance Code, the articles of association and the Supervisory Board rules. In the performance of its duties, the Supervisory Board is guided by the interests of the Company's various groups of stakeholders. In addition, certain (material) decisions of the Management Board, as stipulated in the Dutch Civil Code, articles of association or the Supervisory Board and Management Board rules, require the Supervisory Board's prior approval.

Due to Andy Brown stepping down per December 31, 2020, the Supervisory Board currently consists of seven members. Members of the Supervisory Board are appointed by the General Meeting of Shareholders following nomination by the Supervisory Board.

A Supervisory Board member is appointed for a period of four years and may then be re-appointed once for another four-year period. A Supervisory Board member may subsequently be re-appointed again for a third period of two years, which may be extended by at most two years. Further information about the appointment and dismissal of Supervisory Board members can be found in SBM Offshore's articles of association.

The Supervisory Board appoints one of its members as Chairman and one as Vice-Chairman.

The Supervisory Board has three subcommittees: the Audit and Finance Committee, the Appointment and Remuneration Committee and the Technical and Commercial Committee. The Appointment and Remuneration Committee is a joint committee with two separate chairpersons and two separate tasks: the selection and appointment preparation of Management Board and Supervisory Board members and the preparation of decision-making regarding remuneration matters. The task of each subcommittee is to assist and advise the Supervisory Board in fulfilling its responsibilities. SBM Offshore has an internal audit department with direct reporting to the Supervisory Board through the Audit and Finance Committee. More information about the ways of working of the Supervisory Board and its committees can be found in the Supervisory Board and Committee rules, as available on the Company's website. The Supervisory Board has drawn up a retirement schedule for its members, which is also available on the Company's website.

Section 3.1 lists the material mandates of the Supervisory Board outside SBM Offshore. Supervisory Board members shall inform the Supervisory Board before accepting positions outside the Company. Positions may not be accepted without the Supervisory Boards' prior approval. The positions can not be in conflict with the Company's interests. Mandates are discussed annually in the Supervisory Board meeting. The Company is compliant with best practice 2.4.2 of the Corporate Governance Code.

### 3.2.4 SHARE CAPITAL

The authorized share capital of the Company amounts to EUR200 million and is divided into 400,000,000 ordinary shares with a nominal value of EUR0.25 and 400,000,000 protective preference shares, also with a nominal value of EUR0.25. The preference shares can be issued as a protective measure, as explained below in the section on the Stichting Continuïteit SBM Offshore.

As per December 31, 2020, 188,671,305 (2019: 198,671,305) ordinary shares are issued. No preference shares have been issued.

### 3.2.5 GENERAL MEETING OF SHAREHOLDERS

Annually within six months after the end of the financial year, the Annual General Meeting (AGM) shall be held. The agenda for this meeting generally includes the following standard items :

- The report of the Management Board concerning the Company's affairs and the management as conducted during the previous financial year
- The report of the Supervisory Board and its committees
- The remuneration report for an advisory vote
- The adoption of the Company's Financial Statements, the allocation of profits and the approval of the dividend
- The discharge of the Management Board and of the Supervisory Board
- Corporate Governance
- The delegation of authority to issue shares and to restrict or exclude pre-emptive rights
- The delegation of authority to purchase own shares
- The composition of the Supervisory Board and of the Management Board

In addition, certain specific topics may be added to the agenda by the Supervisory Board.

Proposals to the agenda of General Meetings of Shareholders can be made by persons who are entitled to attend General Meetings of Shareholders, solely or jointly representing shares amounting to at least 1% of the issued share capital, or with a market value of at least EUR50



## 3 GOVERNANCE

million. Proposals of persons who are entitled to attend the shareholders meetings will only be included in the agenda if such proposals are made in writing to the Management Board not later than sixty days before that meeting.

With reference to the articles of association, all shareholders are entitled, either personally or by proxy authorized in writing, to attend the General Meeting of Shareholders, to address the General Meeting of Shareholders and to vote. The articles of association do not provide for any limitation of the transferability of the ordinary shares and the voting rights of shareholders are not subject to any limitation.

At the General Meeting of Shareholders, each ordinary share with a nominal value of EUR0.25 each shall confer the right to cast one (1) vote. Each protective preference share with a nominal value of EUR0.25 each shall confer the right to cast one (1) vote, when issued. None of the protective preference shares have been issued to date. Unless otherwise required by law or the articles of association of the Company, all resolutions shall be adopted by an absolute majority of votes. The General Meeting of Shareholders may adopt a resolution to amend the articles of association of the Company by an absolute majority of votes cast, but solely upon the proposal of the Management Board, subject to the approval of the Supervisory Board. The articles of association are reviewed on a regular basis and were last amended in April 2016.

Due to COVID-19, the 2020 AGM was held virtually. 128,140,565 ordinary shares participated in the voting, equal to 64.50% (2019: 66.92%) of the then total outstanding share capital of 198,671,305 ordinary shares. With the exception of the proposal to implement the legally required changes to the Management Board Remuneration Policy to comply with legislation implementing the EU Shareholder Rights' Directive in The Netherlands, all proposed resolutions were adopted. The outcome of the voting of the meeting was posted on the Company's website on the day following the 2020 AGM. A proposal for a new Management Board remuneration policy will be submitted to the 2021 AGM.

### 3.2.6 ISSUE, REPURCHASE AND CANCELLATION OF SHARES

The General Meeting of Shareholders or the Management Board, if authorized by the General Meeting of Shareholders and with the approval of the Supervisory Board, may resolve to issue shares.

The General Meeting of Shareholders or the Management Board, subject to the approval of the Supervisory Board, shall set the price and further conditions of issue, with due

observance of the provisions contained in the articles of association. Shares shall never be issued below par, except in the case as referred to in article 2:80 (2) Dutch Civil Code. At the 2020 AGM, the shareholders have delegated to the Management Board for a period of eighteen months and, subject to the approval of the Supervisory Board, the authority to issue ordinary shares up to 10% of the total outstanding shares at that time. In addition, authorization was granted to restrict or to exclude pre-emption rights, as provided for in article 6 of the Company's articles of association for a period of eighteen months and subject to the approval of the Supervisory Board.

The Management Board may, with the authorization of the General Meeting of Shareholders and the Supervisory Board and without prejudice to the provisions of article 2:98 Dutch Civil Code and the articles of association, cause the Company to acquire fully paid-up shares in its own capital for valuable consideration. The Management Board may resolve, subject to the approval of the Supervisory Board, to dispose of shares acquired by the Company in its own capital. No pre-emption right shall exist in respect of such disposal. At the 2020 AGM, the shareholders have delegated the authority to the Management Board for a period of eighteen months, as from April 8, 2020 and subject to approval of the Supervisory Board, to repurchase up to 10% of the total outstanding shares at that time.

On February 13, 2020 SBM Offshore initiated a EUR150 million share repurchase program, with the objective of share capital reduction and, in addition, to provide shares for regular management and employee share programs. The repurchase program was completed on April 3, 2020. The execution of the share repurchase program was done under the terms of an engagement letter with a third-party and performed in compliance with the safe harbor provisions for share repurchases. In accordance with the European Market Abuse Regulation, the Company informed the market through weekly press releases and updates on its website. In 2020, 10,000,000 shares in the capital of SBM Offshore were cancelled. The cancellation of shares is executed under the authorization of the 2019 AGM resolution. More information can be found in section 4.2.4 of this Annual Report.

### 3.2.7 EXTERNAL AUDITOR

The external auditor of SBM Offshore is appointed by the General Meeting of Shareholders on the proposal of the Supervisory Board upon the selection process and nomination of the Audit and Finance Committee and the advice of the Management Board.

PricewaterhouseCoopers Accountants N.V. ('PricewaterhouseCoopers') was first appointed during the 2014 AGM and re-appointed during the 2018 AGM for a

period of three years and ending with the audit of the financial year 2020. Pursuant to the Dutch Auditors Profession Act (*Wet op het accountantsberoep*), the audit firm of a so-called public interest entity (such as a listed company) is required to be replaced if the audit firm has performed the statutory audits of the company for a period of ten consecutive years. This would allow PricewaterhouseCoopers to be re-appointed at the 2021 AGM for the audits of the financial years 2021-2023. Such re-appointment will be proposed at the 2021 AGM. Based on auditor independence requirements, the lead auditor in charge of the SBM Offshore account is changed every five years.

The external auditor attends all meetings of the Audit and Finance Committee, as well as the meeting of the Supervisory Board at which the financial statements are approved. The external auditor receives the financial information and underlying reports of the quarterly results and is given the opportunity to comment and respond to this information.

Pursuant to the Auditor's Profession Act, the auditors are prohibited from providing the Company with services in the Netherlands other than "audit services aimed to provide reliability concerning the information supplied by the audited client for the benefit of external users of this information and also for the benefit of the Supervisory Board, as referred to in the reports mentioned". During 2020, a small number of limited-scope non-audit services were provided by foreign member firms of the PricewaterhouseCoopers global network, taking into account the external auditor's independence rules and SBM Offshore's policy in this regard.

### 3.2.8 STICHTING CONTINUÏTEIT SBM OFFSHORE

In this section, SBM Offshore's anti-takeover measures are described, as well as the circumstances under which it is expected that these measures may be used.

A foundation 'Stichting Continuïteit SBM Offshore' (the Foundation), was established on March 15, 1988. In summary, the objectives of the Foundation are to represent the interests of SBM Offshore in such a way that the interests of the Company and of all parties involved in this are safeguarded, and that influences which could affect the independence, continuity and/or the identity of the Company in breach of those interests are deterred. The Foundation will perform its role, and take all actions required, at its sole discretion. In the exercise of its functions it will, however, be guided by the interests of the Company and the business enterprises connected with it,

and all other stakeholders, including shareholders and employees.

The Foundation is managed by a Board, the composition of which is intended to ensure that an independent judgement may be made as to the interests of the Company. The Board consists of a number of experienced (former) senior executives of multinational companies: Mr. A.W. Veenman, Chairman, Mr. B. Vree, Vice-Chairman, Mr. R.H. Berkvens, Ms. H.F.M. Defesche and Mr. J.O. van Klinken. To be kept informed about the business and interests of the Company, the Chairman of the Supervisory Board, the CEO and the CGCO are invited to attend the Foundation Board meetings.

The Management Board, with the approval of the Supervisory Board, has granted a call option to the Foundation to acquire a number of preference shares in the Company's share capital, carrying voting rights, equal to one half of the voting rights carried by the ordinary shares outstanding immediately prior to the exercise of the option, enabling it effectively to perform its functions, at its sole discretion and responsibility, as it deems useful or desirable.

The option agreement between SBM Offshore and the Foundation was last amended and restated in 2011, to reflect a waiver by the Company of its put option and the alignment of the nominal value of the protective preference shares with the nominal value of ordinary shares by reducing the nominal value of EUR1 to EUR0.25 and the related increase in the number of protective preference shares, as per the amended articles of association of the Company. The Foundation is independent, as stipulated in article 5:71 (1) (c) Financial Markets Supervision Act.

### 3.2.9 OTHER REGULATORY MATTERS

#### CONFLICTS OF INTEREST

The members of the Management Board have a services contract with SBM Offshore N.V. These contracts stipulate that members of the Management Board may not compete with the Company. Conflict of interest procedures are included in the Management Board and Supervisory Board Rules, the Company's Code of Conduct and the Corporate Governance Code. In 2020, there were no conflicts of interest in relation to the members of the Management Board and Supervisory Board reported, which means that the Company is compliant with best practice 2.7.3 to 2.7.4 of the Corporate Governance Code.

In 2020, SBM Offshore did not enter into transactions with persons who held at least ten percent of the shares in the Company. The Company is compliant with best practice 2.7.5 of the Corporate Governance Code.

## 3 GOVERNANCE

### REGULATIONS CONCERNING OWNERSHIP OF AND TRANSACTIONS IN SHARES

In addition to the Company's Insider Trading Rules, the Supervisory Board Rules and Management Board Rules contain a provision stipulating that Supervisory Board and Management Board members will not trade in Company shares or other shares issued by entities other than the Company on the basis of share price sensitive information if this information has been obtained in the course of managing the Company's business. For information about the shares (or other financial instruments) held in SBM Offshore N.V. by members of the Management Board, reference is made to section 4.3.6 of the notes to the consolidated financial statements.

### CHANGE OF CONTROL

The Company is not a party to any material agreement that takes effect, alters or terminates upon a change of control of the Company following a take-over bid as referred to in section 5:70 of the Dutch Financial Markets Supervision Act, other than as mentioned in this paragraph.

SBM Offshore N.V. has a revolving credit facility agreement under which the approval of the participating lenders must be obtained in the event of a change in control of the Company after a public take-over bid has been made. Certain vessel charter contracts contain clauses to the effect that the prior consent of the client is required in case of a change of control or merger or where the company resulting from such change of control or merger would have a lower financial rating or where such change of control or merger would affect the proper execution of the contract. In addition, local bidding rules and regulations (e.g. in Brazil for Petrobras) may require client approval for changes in control. A change of control clause is included in the services contract between the Company and each of the members of the Management Board.

### EXECUTIVE COMMITTEE

Since the end of 2012, an Executive Committee has been in place. The Executive Committee facilitates decision-making without detracting from the exercise of statutory responsibilities by the members of the Management Board and the internal company authority matrix. Currently, the Executive Committee is comprised of the Management Board members, the Managing Directors of Floating Production Solutions, Global Resources & Services, Operations and Strategic Growth, New Energies & Services, as well as the Group HR Director and the Chief Strategy Officer. In principle, the Executive Committee meets on a monthly basis. In the meetings both strategic and operational topics are discussed. In 2020 more frequent meetings took place in view of the COVID-19 pandemic.

### DIVERSITY

Recognizing the international nature of our business, SBM Offshore finds it important to leverage the diversity of perspectives and knowledge available in our organization. The Company views diversity as an integral part of creating value. Therefore significant attention is being paid to diversity aspects in the recruitment of staff and management, appointment to roles, retention of employees, succession planning, talent management, training and development. Diversity elements that have been identified as relevant for the Company are diversity in nationality/cultural background, age, gender and (work)experience.

The same applies for Management Board and Supervisory Board positions whereby in relation to gender diversity the target is to have a minimum of 30% women and a minimum of 30% men on each of the Boards. In the succession planning of both the Management Board and the Supervisory Board, the set diversity aspects, objectives and targets are considered. More than for re-appointments, whereby experience and good performance are weighing heavily on the decision, new appointments offer opportunity to re-balance when needed. Further details of can be found in the Supervisory Board and the Management Board diversity policy which is published on the Company website.

Diversity objectives :

- *Diversity in nationality:* SBM Offshore is active in many regions and countries worldwide. The aim is to have due representation in these regions and countries in the Management Board, the Supervisory Board and the wider organization. In 2020 the members of the Management Board cover four and the members of the Supervisory Board cover five nationalities. Two additional nationalities are represented in the Executive Committee.
- *Diversity in age:* the age range of the Management Board members is between 49 and 60 years; for the Supervisory Board the range is between 48 and 71 years. The Executive Committee age range is between 45 and 59 years.
- *Diversity in gender:* the target is to have a minimum of 30% women and a minimum of 30% men on each of the Management Board and Supervisory Board. The Management Board currently consists of four males (100%). The Dutch Government announced new legislation with a mandatory quota of 33.33% on gender representation in the Supervisory Board. At year-end, the Supervisory Board consists of two females (25%). The Executive Committee (excluding the Management Board) consists of three female members (50%). In view of meeting the target set by the announced legislation explicit attention will be paid to gender diversity in the

succession planning and talent pipeline for the Supervisory Board. Similarly, we strive for more gender diversity in the Management Board and will take that into account when there will be a vacancy. The Supervisory Board and Management Board Diversity Policy will be reviewed in 2021.

### **CODE OF CONDUCT AND REPORTING OF ALLEGED IRREGULARITIES**

The Company has a Code of Conduct, which was updated in April 2018 and can be found on the Company's website. The Company also has a procedure allowing employees to report alleged irregularities with respect to the Code of Conduct without jeopardizing their employment position. A free-phone and web-based reporting facility (the SBM Offshore Integrity Line) is in place, which employees can use – anonymously if they wish – in their own language. The facility is operated by an external provider, People Intouch. For more details on SBM Offshore's compliance program reference is made to section 3.6.2.

### **COMPLIANCE WITH THE CODE**

SBM Offshore complies with the principles and best practices of the Corporate Governance Code.



## 3 GOVERNANCE

### 3.3 REPORT OF THE SUPERVISORY BOARD

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#### Message from the Chairman of the Supervisory Board

Dear reader,

I am pleased to present our Supervisory Board Report for 2020.

The COVID-19 pandemic had and will continue to have an impact on the world. SBM Offshore has been able to demonstrate the strength of its positioning, business model and execution by showing good results and bringing value to its stakeholders. I am proud to say that the Company managed to maintain its focus on project delivery and safe operations, while working together virtually, across time zones, with clients, suppliers and all our other global stakeholders with the aim of limiting delivery delays and interruptions to operations.

In September 2020, the Company confirmed it entered into negotiations with Petrobras for a charter contract for the FPSO *Almirante Tamandaré* which will operate in the Buzios field which is part of the Santos basin, offshore Brazil. Furthermore, the Company was awarded the contracts for the next phase of the Payara development project located in the Stabroek block in Guyana by Esso Exploration and Production Guyana Limited (EEPGL), an affiliate of Exxon Mobil Corporation. Under these contracts, SBM Offshore will construct, install and then lease and operate the *FPSO Prosperity* for a period of up to two years, after which the FPSO ownership and operation will transfer to EEPGL. The award followed completion of front-end engineering and design studies, completion of the multi-purpose hull, receipt of requisite government approvals and the final investment decision on the project by ExxonMobil and block co-venturers. In December, SBM Offshore reported a contractual five year lease extension with its client Shell for FPSO *Espirito Santo* in Brazil. In addition, it announced that EEPGL initiated discussions with SBM Offshore on the lease and operations durations for FPSOs in Guyana.

The Supervisory Board has throughout the year focused on the direct and indirect impact of the COVID-19 pandemic on the Company's business and results. Particular attention was paid to the wellbeing of our staff and contractors, especially those who have been away from their homes and families for a long period due to travel restrictions.

The Supervisory Board also focused on SBM Offshore's organizational structure and the implementation and further development of the Company Strategy. We believe that these developments are supporting the strategy of the Company and will meet stakeholder expectations.

For further details about the activities of the Supervisory Board and its committees, I refer to the next sections of this chapter.

Roeland Baan

Chairman of the Supervisory Board

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#### THE SUPERVISORY BOARD

##### Composition

In 2020, both Floris Deckers and Thomas Ehret retired after the 2020 AGM after twelve years of service. Francis Gugen was re-appointed as member of the Supervisory Board for a fourth term (two years) ending at the 2022 AGM. When deciding upon the proposal to re-appoint Francis Gugen, the Supervisory Board has taken into account his past performance and it was concluded to be important to retain the experience Francis Gugen brings as Chairman of the Audit and Finance Committee. The Supervisory Board welcomed Andy Brown and Jaap van Wiechen who were newly appointed at the 2020 AGM for a period of four years, until the 2024 AGM. Regretably, Andy Brown decided to leave the Company at year end 2020 in view of other activities. It was also announced in December 2020 that after six years Laurence Mulliez will step down from the Supervisory Board at the 2021 AGM. In accordance with best practice 2.2.2 of the Corporate Governance Code, for all (re-)appointments the profile, the competencies, as well as the diversity policy for the Supervisory Board, were closely observed and performance (in case of re-appointment) had been taken into consideration.

##### Independence

As per year-end, seven out of eight Supervisory Board members are independent from the Company within the meaning of best practice provisions 2.1.7 to 2.1.9 inclusive of the Corporate Governance Code. The exception is Jaap van Wiechen in view of his position as member of the Executive Board of HAL Holding N.V./director HAL Investments B.V. Sietze Hepkema who was a Management Board member of SBM Offshore until this appointment as Supervisory Board member in April 2015, qualifies as independent Supervisory Board member as of April 16, 2020.

##### Meetings

In 2020, the Supervisory Board convened eight times; Supervisory Board members participated in seven thereof via video conferencing. These meetings included a two-day session in December that focused on the strategic direction of the Company. The Supervisory Board confirms that its members have adequate time available to give sufficient attention to the Company. In 2020, the attendance percentage of the Supervisory Board for the meetings was 98.4%. The table below shows the overview of the attendance in 2020 at scheduled meetings for the individual members out of the number eligible to attend.

Members	Supervisory Board meeting	Audit and Finance Committee	Technical and Commercial Committee	Appointment and Remuneration Committee
Roeland Baan <sup>1</sup> (Chairman)	8/8	-	1/2	5/5
Andy Brown <sup>1</sup> (Vice-Chairman)	6/6	-	2/2	-
Bernard Bajolet	7/8	-	4/4	-
Francis Gugen	8/8	6/6	-	-
Sietze Hepkema <sup>1</sup>	8/8	2/2	-	3/3
Laurence Mulliez	8/8	6/6	4/4	-
Cheryl Richard	8/8	-	-	5/5
Jaap van Wiechen <sup>1</sup>	6/6	4/4	-	-
Floris Deckers <sup>1</sup>	2/2	-	2/2	2/2
Thomas Ehret <sup>1</sup>	2/2	-	2/2	-

<sup>1</sup> Where a Supervisory Board member retired from or was appointed to the Supervisory Board, stepped down from a Committee or was appointed throughout the year, only meetings during his/her tenure were taken into account

The Management Board prepared detailed supporting documents as preparation for all meetings and several representatives of senior management were invited to give presentations. The Supervisory Board meetings and the Committee meetings were usually held over two days, to ensure time for review and discussion. The Management Board attended all meetings of the Supervisory Board. Although the customary informal pre-board dinner was cancelled in most instances in 2020, several informal meetings and contacts among Supervisory Board members and/or Management Board members took place. At the end of the Supervisory Board meetings, the members of the Supervisory Board discussed governance matters outside the presence of the Management Board members.

In 2020, a repeat subject on the agenda of the Supervisory Board meeting was the COVID-19 pandemic. In addition, standard items on the agenda of the Supervisory Board meetings were updates from each of the Management Board members, the Company's commercial activities/projects and the market environment, Health, Safety, Security and Environment and Process Safety, ESG, the operational performance, the financial performance and liquidity position, investor relations, governance, compliance, risk management and internal controls. In February 2020, the Supervisory Board approved the 2019 Annual Financial Statements, a EUR150 million share

repurchase program and the proposal to the General Meeting of Shareholders of an all cash dividend distribution. In the same meeting, the Operating Plan 2020 was approved in its final form. On various occasions during the year, the strategy, progress of implementation thereof, as well as the risks related to its realization, were discussed. In December 2020 the Long-Term Strategic Plan was approved. The Supervisory Board annually discusses the Company's Risk Appetite statement.

The Supervisory Board also discussed the succession planning of the Management Board, Supervisory Board and senior management of the Company at various occasions. The remuneration of the senior management and the Management Board was discussed. In addition, the Supervisory Board frequently discussed the elements of the existing Management Board remuneration policy (RP 2018) and the feedback of stakeholders hereon.

## THE SUPERVISORY BOARD COMMITTEES

The Supervisory Board has three committees. These committees have advisory powers and provide the Supervisory Board with updates on their meetings in the Supervisory Board meeting and provide recommendations for decision by the Supervisory Board. The composition of each committee as at December 31, 2020 is detailed hereafter.



## 3 GOVERNANCE

Members	Appointment and Remuneration Committee			
	Audit and Finance Committee	Technical and Commercial Committee	Appointment matters	Remuneration matters
Roeland Baan(Chairman) <sup>1</sup>			Chairman	√
Andy Brown(Vice- Chairman) <sup>2</sup>		Chairman		
Bernard Bajolet		√		
Francis Gugen	Chairman			
Sietze Hepkema <sup>3</sup>			√	√
Laurence Mulliez	√	√		
Cheryl Richard			√	Chairman
Jaap van Wiechen <sup>4</sup>	√			

1 As per April 8, 2020, Chairman of the Supervisory Board, Chairman of the Appointment and Remuneration Committee dealing with appointment matters, member of the Appointment and Remuneration Committee dealing with remuneration matters

2 Newly appointed as per April 8, 2020 and stepped down per December 31, 2020

3 Member of the Appointment and Remuneration Committee as per April 8, 2020

4 Newly appointed as per April 8, 2020

There is an open invitation to join committee meetings for those Supervisory Board members who are not a member of a specific committee. This invitation is frequently made use of.

### Audit and Finance Committee

The Audit and Finance Committee convened six times in 2020. The attendance percentage of the Audit and Finance Committee meetings was 100%. The Chairman of the Audit and Finance Committee reported to the Supervisory Board on the principal issues discussed, on actions arising and the follow-up of such actions and made recommendations on those matters requiring a decision. The Management Board, the Group Internal Audit Director, the Group Controller and the external auditor attended the meetings. After each meeting, meetings of the Audit and Finance Committee with the external auditor outside the presence of the Management Board were held. The Chairman of the Audit and Finance Committee regularly held meetings with the CFO, and separately with SBM Offshore's Group Internal Audit Director and again separately with PricewaterhouseCoopers.

Besides the standard agenda topics, such as reports on financial performance, compliance, risk management and internal controls and Internal Audit activities, the following was discussed in 2020: the COVID-19 pandemic, funding and liquidity, dividend proposal and share repurchase proposal, share cancellation, the external auditor's audit plan and engagement letter, the external auditor's management letter and board report, functioning of and relationship with the external auditor including audit quality, financing strategy, the Group's tax structure, tax planning and transfer pricing policies, IT and cyber security.

### Appointment and Remuneration Committee

The Appointment and Remuneration Committee had five scheduled meetings in 2020. The attendance rate of the Appointment and Remuneration Committee meetings was

100%. In additions to the scheduled meeting, various ad hoc meetings took place to prepare and discuss the Management Board remuneration policy. The Appointment and Remuneration Committee consists of two parts as prescribed by the Corporate Governance Code: a part for Selection and Appointment matters and a part for Remuneration matters. During the Supervisory Board meetings, the respective Chairmen reported on the selection and appointment matters and on the remuneration matters reviewed by the Committee, on actions arising and the follow-up of such actions. They made recommendations on those matters that require a decision from the Supervisory Board. The meetings were attended by the Management Board and the Group HR Director, except where the Appointment and Remuneration Committee chose to discuss matters in private.

The main remuneration matters discussed by the Appointment and Remuneration Committee in 2020 were: determination of the relevant remuneration of the Management Board (Short-Term Incentive target setting and realization; Long-Term Incentive target realization and the Value Creation Stake award). In the first quarter of 2020 the Appointment & Remuneration Committee prepared for the presentation of an amended remuneration policy at the 2020 AGM in view of the requirements of the EU Shareholder Rights' Directive and stakeholder feedback. As this amendment did not pass the vote at the 2020 AGM, during the rest of the year, various meetings were held to prepare a new remuneration policy to be put forward for resolution at the 2021 AGM. Further details on remuneration can be found in the remuneration report (section 3.4). On Management Board remuneration matters, the views of the Management Board members on their own remuneration have been noted.

The main selection and appointment matters discussed were: succession planning, talent management, Management Board and Supervisory Board



(re-)appointments, the SBM Offshore organizational structure and employee wellbeing.

### Technical and Commercial Committee

The Technical and Commercial Committee held four scheduled meetings in 2020. The attendance rate of the Technical and Commercial Committee for these meetings was 93.75%. In addition, a number of calls were held to provide information on and to discuss, among other topics, commercial prospects. The Chairman of the Technical and Commercial Committee reported to the Supervisory Board on the principal issues discussed, on actions arising and the follow-up of such actions and made recommendations on those matters requiring a decision. The meetings were attended by the Management Board, and mostly by the Managing Director Floating Production Solutions, the Managing Director Operations and the Managing Director Global Resources & Services. Other senior managers gave presentations on specific topics within the remit of the Technical and Commercial Committee. The main subjects discussed by the Technical and Commercial Committee were the following: COVID-19, Health, Safety, Security and Environment and Process Safety performance, operational performance and strategy, project resourcing and execution, sales, marketing and tender activities, client relationships, competitive environment, technology and innovation developments, and risk assessment.

### INDUCTION, TRAINING AND PERFORMANCE ASSESSMENT

Following appointment to the Supervisory Board, new members receive a comprehensive induction tailored to their needs. This includes sessions with members of the Management Board and senior management in which they are informed on all relevant aspects of the Company as well as site visits. In 2020, SBM Offshore welcomed two new members to the Supervisory Board. Due to the COVID-19 restrictions, their induction program took place mainly in the form of sessions with the Management Board and senior management in either a physical form or via videoconferencing, as well as participation in the annual mid-year Strategy Seminar. Site visits are to be continued if and when is possible. Both the Management Board and the Supervisory Board spent time on training on various relevant subjects, including a corporate governance update workshop for the Supervisory Board in December 2020. In August 2020, the Supervisory Board assessed the profiles and the competencies of the individual Supervisory Board members. Annually, an assessment on the functioning of the Supervisory Board, its Committees and its members is performed. In principle this is done with an external advisor every three years. As the 2019 performance evaluation was done with an external advisor, the Supervisory Board conducted a self-assessment in Q4 2020 via a survey. In a separate meeting without the Management Board being

present, the Supervisory Board discussed the results of this performance assessment. As a result of the assessment, the Supervisory Board and the Management Board have fruitfully engaged on how to continue discussing structurally the strategy of the Company. Some practical suggestions on the organization of the meetings were also made and will be implemented, such as a further optimization of the annual schedule of topics to be addressed in the Supervisory Board and Committee meetings. The Chairman of the Supervisory Board frequently spoke with the CEO and other Management Board members outside the meetings. The Management Board reviewed its functioning as a whole and that of the individual Management Board members on various occasions throughout the year. In addition, a self-evaluation was conducted in 2020 by means of a survey, and included among others an assessment of its role and responsibilities, meeting efficiency and the relationship with the Supervisory Board and senior management. Overall, it was concluded that both the Supervisory Board and the Management Board function properly and effectively and that the relationship is constructive.

### CONCLUSION

The Financial Statements have been audited by the external auditor, PricewaterhouseCoopers Accountants N.V. Their findings have been discussed with the Audit and Finance Committee and the Supervisory Board in the presence of the Management Board. The external auditor have expressed an unqualified opinion on the Financial Statements.

The members of the Supervisory Board have signed the 2020 Financial Statements pursuant to their statutory obligations under article 2:101 (2) of the Dutch Civil Code. The members of the Management Board have signed the 2020 Financial Statements pursuant to their statutory obligations under article 2:101(2) of the Dutch Civil Code and article 5:25c (2) (c) of the Financial Markets Supervision Act. The Supervisory Board of SBM Offshore N.V. recommends that the General Meeting of Shareholders adopts the Financial Statements for the year 2020.

### Supervisory Board

Roeland Baan, Chairman  
Francis Gugen, Vice-Chairman  
Bernard Bajolet  
Sietze Hepkema  
Laurence Mulliez  
Cheryl Richard  
Jaap van Wiechen

Schiphol, the Netherlands  
February 10, 2021

## 3 GOVERNANCE

### 3.4 REMUNERATION REPORT

In this report, the remuneration for the Management Board and Supervisory Board is described. The first part contains a letter from the Chairman of the Appointment and Remuneration Committee ('A&RC') dealing with

remuneration matters, a description of the remuneration policy for the Management Board, how it was implemented for the Management Board members over 2020 and various other Management Board remuneration information. The second part describes the remuneration policy for the Supervisory Board and how it was implemented over 2020.

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#### Letter from the Chairman of the Appointment and Remuneration Committee dealing with Remuneration Matters

Dear reader,

2020 was a turbulent year for SBM Offshore. Whereas 2020 initially looked like a year of growth, the sudden global effects of the COVID-19 pandemic brought a complex challenge for SBM Offshore and its employees. Despite these challenging circumstances, the Company delivered excellent results. The focus on the Company values, Care, Entrepreneurship, Ownership and Integrity served as guidance for both management and all employees. The Supervisory Board is grateful for the commitment and performance of all SBMers during this challenging period of time.

The strategy of the Company showed to be the right one: strong in executing projects and safe and reliable operations ongoing in the traditional business while gradually including more renewable solutions. To execute the strategy more effectively, the Management Board took decisive actions to adjust the organization and to reduce costs. At the same time, investments in Research and Development, especially to support the energy transition and lower emissions, were made as planned.

During the 2020 AGM, CEO Bruno Chabas was re-appointed with a 99.9% vote. This re-appointment included a Base Salary increase of 20%. The implementation of this increase was deferred to a later date when the Supervisory Board would have better visibility on the impact of COVID-19. With more visibility during the course of the year and considering the financial results and the position of the Company, the Supervisory Board resolved in November to implement the increase of Bruno Chabas' Base Salary effective January 1, 2020.

This year's remuneration report is based on Remuneration Policy 2018 (RP 2018), which was adopted by shareholders in 2018 with ca. 70 percent of the votes. However, due to legislation implementing the EU Shareholder Rights' Directive in the Netherlands, remuneration policies now require the approval by 75% of shareholder votes.

During the AGM in April 2020, the shareholders voted positively on the Remuneration Report 2020, expressing support for the execution of RP 2018 in 2020. During the same meeting, RP 2018 was proposed to our shareholders again. This RP 2018 was proposed to be amended only to implement legally required changes. Although the proposal again was endorsed with 70% of the votes, it did not reach the required 75% of the votes. As a result, a new proposal is to be made to shareholders in 2021. For 2020, RP 2018 supported by 70% shareholders remained applicable. We do not repeat in the same detail all rationale for the RP 2018 policy in this chapter as a detailed explanation can be found in the 2019 annual report.

The Supervisory Board reviewed the elements of the existing policy and engaged with shareholders and other stakeholders for feedback on the remuneration policy. This input has been translated into a proposal for a new remuneration policy to be submitted to the 2021 AGM (RP 2022).

Input from stakeholders included feedback by some shareholders that they are not satisfied with the lack of a concrete underpin in place for the Long-Term Incentive (LTI) in the form of the Value Creation Stake (VCS). Other feedback related to the selection of companies used for the external reference group to determine Management Board pay levels. Some stakeholders raised questions about the quantum of the Management Board's remuneration.

The underpin and the reference group feedback will be addressed in the proposal for RP 2022. Anticipating the proposal for a new policy, the Supervisory Board already applied a more concrete underpin test prior to the grant of the 2021 Value Creation Stake. The Supervisory Board is not proposing a change to the overall quantum because it regularly monitors the international competitive landscape within which we compete for talent.

As part of the reconsiderations, the Supervisory Board confirmed its belief that the most direct and effective linkage of executives' interests and long-term shareholder value is in the form of long-term share ownership by executives through the Value Creation Stake. In line with the long-term intention of this instrument, shares are subject to a holding period of five years. This way the VCS aligns with the aim to create long-term value for all stakeholders, including members of the Management Board.

Without losing focus on the importance of long-term value creation, short-term performance is rewarded by the Short-Term Incentive (STI). The STI performance measures – EBITDA, Growth, and HSSE are based on key success factors for the Company. Despite the challenging circumstances, performance as measured by the STI performance measures was very good. This is detailed in sections 3.4.2 and 3.4.3 of this report.

The Supervisory Board remains committed to relevant and clear remuneration in line with best international practices. We are providing additional information in this report to improve transparency. I look forward to discussing the remuneration policy, actual remuneration as well as any other questions arising from this report at the 2021 AGM.

Cheryl Richard

Chairman of the Appointment and Remuneration Committee dealing with Remuneration Matters

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### 3.4.1 MANAGEMENT BOARD REMUNERATION POLICY

RP 2018 was adopted at the 2018 AGM and became effective January 1, 2018. Full details and the principles and rationale for the RP 2018 are available on SBM Offshore's website in the remuneration policy section under Corporate Governance.

The Company remunerates members of the Management Board for long-term value creation. RP 2018 is based on competitive remuneration aligned with the long-term performance of SBM Offshore. It is built on six reward principles: simplicity, flexibility, predictability, competitiveness, alignment and, most importantly, driving the right results.

#### Shareholder Rights' Directive and proposal for amendment to RP 2018

In December 2019, new legislation entered into force, implementing the EU Shareholder Rights' Directive (SRD II) in the Netherlands. During the AGM 2020, changes to RP 2018 were proposed to bring the policy into accordance with the new legislation. The AGM voted against the adoption of this revised policy. A new remuneration policy will be proposed during the 2021 AGM. The details of this new policy will be included in the agenda of the 2021 AGM.

This remuneration report has been drafted in accordance with SRD II as implemented in the Netherlands.

#### Explanation of RP 2018

SBM Offshore believes the oceans will provide the world with safe, sustainable and affordable energy for generations to come. Our mission is to share our experience to make it happen. In executing our strategy we are guided by our Core Values: Integrity, Care, Entrepreneurship and Ownership.

The underlying principles of the remuneration policy of the Management Board of SBM Offshore N.V. support the vision and ambition and aim for long-term value creation of the Company through the Value Creation Stake balanced with pay for performance through the Short-Term Incentive (STI). Sustainability is an integral part of the STI performance areas (through Health, Safety, Security and Environment).

The Company's strategy is aimed at optimizing, transformation and innovation of SBM Offshore's business processes in order to grow in size and create value. This is reflected in the STI performance areas of Profitability, Growth and HSSE (Sustainability). Through the STI performance areas, Management Board remuneration is directly linked to the success of the Company and the value delivered to shareholders.

Employment conditions and pay of the Company's employees within SBM Offshore are being taken into account when formulating the remuneration policy, for instance regarding the STI performance areas and payment dates. Employment conditions for Management Board members may differ from those applicable to employees, also because Management Board members have a service contract rather than an employment relationship. The principles of the remuneration policy are used as a guideline for employment conditions at SBM Offshore as a whole.

The four components of the remuneration package of Management Board members under RP 2018 are: (1) Base Salary, (2) STI, (3) Value Creation Stake and (4) Pension and Benefits.

## 3 GOVERNANCE

### REMUNERATION POLICY STRUCTURE MANAGEMENT BOARD

REMUNERATION POLICY 2018		DETAILS
<b>Base Salary</b>	Fixed component	Level set based on both internal and external relativities
<b>STI</b>	Percentage of Base Salary as short term cash incentive (100% at target for CEO and 75% for other Management Board members)	Identical targets for all Management Board members (based on profitability, growth and HSSE including sustainability)
<b>Value Creation Stake</b>	Award of locked-in shares: 175% of Base Salary	This award is conditional upon Supervisory Board approval - Immediate vesting plus 5-year holding requirement
<b>Pension</b>	Pension allowance equal to 25% of Base Salary	In principle, Management Board members are responsible for their own pension arrangements
<b>Benefits</b>	Benefits include car allowance and health/ life insurance	Other benefits depend on individual circumstances and may include a housing allowance

#### 1. BASE SALARY

The Base Salary is set by the Supervisory Board and is a fixed component paid in cash. Depending on internal and external developments such as market movements, the Supervisory Board may adjust Base Salary levels.

#### 2. SHORT-TERM INCENTIVE

The STI is designed to create a rigorous pay for performance relationship and is a conditional variable component. The STI key performance indicators focus on three performance areas: (i) Profitability, (ii) Growth and (iii) HSSE<sup>17</sup>. The Supervisory Board, upon the recommendation of the A&RC determines for each of the performance measures the specific performance targets and their relative weighting in the beginning of the financial year.

STI	
PERFORMANCE MEASURES	WEIGHTING
PROFITABILITY	40 - 60%
GROWTH	20 - 40%
HSSE	15 - 25%
TOTAL	100%
DISCRETIONARY JUDGEMENT SUPERVISORY BOARD	- 10%

<sup>17</sup> Health, Safety, Security, Environment

The three performance areas are specified as follows:

- Underlying and directional EBITDA is used as an indicator of overall short-term profitability.
- Order Intake and/or the number of FEEDs is used as an operational indicator of top line growth.
- HSSE regards Sustainability performance. This includes targets around the UN Sustainable Development Goals.

If the Supervisory Board is of the opinion that another measure would be more qualified as an indicator for profitability, growth or HSSE, it will inform the shareholders in the remuneration report. Performance measures will never be adjusted retrospectively.

Performance ranges – threshold, targeted and maximum - are set for each of the key performance indicators. The STI is set at a target level of 100% of the Base Salary for the CEO and 75% of the Base Salary for any other member of the Management Board. The threshold pay-out is at 0.5 times target and maximum pay-out will not exceed 1.5 times target. A linear pay-out line applies between threshold and maximum. Below threshold, the pay-out is zero.

The Supervisory Board appreciates that transparency and accountability require a precise STI measurement. As decided in 2019, the Supervisory Board will no longer apply discretion to increase the outcome of the STI. The Supervisory Board may still adjust the outcome of the STI down by up to 10%, which adjustment will be reported on in the remuneration report.

At the end of the performance year, the performance is reviewed by the Supervisory Board and the pay-out level is determined. The performance measures, target setting, and realization are published in this remuneration report. For reasons of commercial and/or market sensitivity, these details are not published at the start of the performance period. In general, details regarding order intake will not be shared. The STI is payable in cash after the publication of the Annual Report for the performance year.

### 3. VALUE CREATION STAKE

The Value Creation Stake is an award of restricted shares to create direct alignment with long-term shareholder value. The awarded shares must be held for at least five years. After retirement or termination, the shares cannot be sold for the duration of two years. The gross annual grant value for each of the Management Board members is 175% of Base Salary. The number of shares is determined by a four-year average share price (volume-weighted). The Value Creation Stake has a variable element to the extent that the share price develops during the holding period. The Supervisory Board retains the discretion not to award the

Value Creation Stake in exceptional market or business circumstances ('underpin').

All members of the Management Board are required to build up Company stock of at least 350% of Base Salary. The value of the share ownership is determined at the date of grant.

### 4. PENSION AND BENEFITS

In principle, the Management Board members are responsible for their own pension arrangements and receive a pension allowance equal to 25% of their Base Salary for this purpose.

The Management Board members are entitled to additional benefits, such as a company car allowance, medical and life insurance and (dependent on the personal situation of the Management Board member) a housing allowance.

### KEY ELEMENTS EMPLOYMENT AGREEMENTS

Each of the Management Board members has entered into a four-year service contract with the Company, the terms of which have been disclosed in the explanatory notice of the General Meeting of Shareholders at which the Management Board member was (re-)appointed. Next to his service contract, Bruno Chabas has an employment contract with Offshore Energy Development Corporation S.A.M., in relation to a split pay-out of his remuneration.

#### Adjustment of remuneration and claw-back

The service contracts with the Management Board members contain an adjustment clause giving discretionary authority to the Supervisory Board to adjust the payment of the STI and LTI (as granted under RP 2015), if a lack of adjustment would produce an unfair or unintended result as a consequence of extraordinary circumstances during the period in which the performance criteria have been, or should have been achieved. However, the Supervisory Board has determined that upward adjustments will not be considered as part of RP 2018 based on shareholder feedback.

A claw-back provision is included in the services contracts enabling the Company to recover the Value Creation Stake, STI and/or LTI (as granted under RP 2015) on account of incorrect financial data.

#### Severance Arrangements

The Supervisory Board will determine the appropriate severance payment for Management Board members in accordance with the relevant service contracts and Corporate Governance Code. The current Corporate Governance Code provides that the severance payment will not exceed a sum equivalent to one times annual Base Salary. This also applies in a situation of a change in control.

## 3 GOVERNANCE

### Loans

SBM Offshore does not grant loans, advance payments or guarantees to its Management Board members.

### 3.4.2 EXECUTION OF THE MANAGEMENT BOARD REMUNERATION POLICY IN 2020

The Supervisory Board is responsible for ensuring that the remuneration policy is appropriately applied and aligned with the Company's objectives. The remuneration level is determined by the Supervisory Board using a comparison with Dutch and international peer companies, as well as internal pay ratios across the Company.

### REFERENCE GROUP

In order to determine a competitive Base Salary level and to monitor total remuneration levels of the Management Board, a reference group of relevant companies in the industry (the 'Reference Group') has been defined. Pay levels of the Management Board members are benchmarked annually to the Reference Group. In the event a position cannot be benchmarked within the Reference Group, the Supervisory Board may benchmark a position to similar companies. In 2020, the Reference Group consisted of:<sup>18</sup>

<sup>18</sup> Due to changes such as bankruptcy and delisting, Diamond Offshore Drilling, McDermott International and Volker Wessels are no longer part of the reference group. The reference group currently exists of 14 companies.

Arcadis	Oceaneering International	Vopak
Boskalis	Petrofac	Wood Group
Fugro	RPC Inc	
Helmerich & Payne	RPS Group	
IMI	Superior Energy Services	
Noble Corporation	Transocean	

Also in 2020, the Supervisory Board assessed the Management Board's remuneration in relation to the Reference Group's pay levels, revenue and market capitalization.

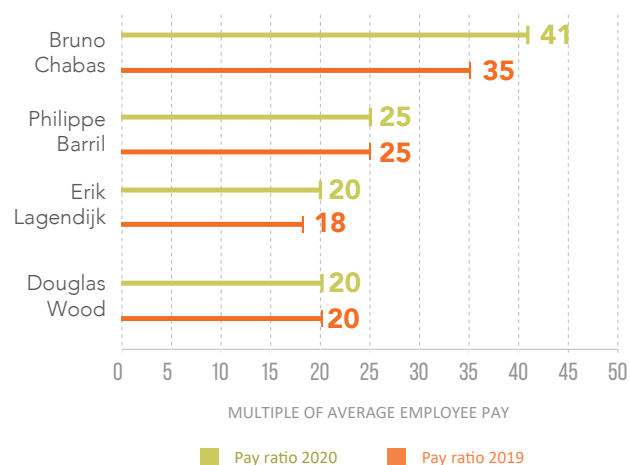
The final determination of pay levels for the Management Board also took into account various scenario analyses to assess the impact of different performance levels and share price developments on the total remuneration paid.

### PAY RATIOS

The Supervisory Board also includes internal pay ratios when assessing Management Board pay levels.<sup>19</sup> In 2020, the average total employee expenses was EUR114 thousand. The pay-ratio's of each of the Management Board members over 2020 and 2019 are displayed in the following graph.

<sup>19</sup> The pay-ratio is calculated as the total accounting costs of remuneration for each of the Management Board members expressed as a multiple of the average overall employee benefit expenses for a given year (excluding employees working for JVs and associates).

### PAY RATIO



### TOTAL REMUNERATION OVERVIEW

The table below provides you with insight in the costs for SBM Offshore for Management Board reward in 2020. The table below presents an overview of the remuneration of the Management Board members who were in office in 2020.

	Bruno Chabas		Philippe Barril		Erik Lagendijk		Douglas Wood		Total	
in thousands of EUR	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Base salary	960	800	634	634	518	450	518	484	2,630	2,368
STI	1,176	916	582	544	475	386	475	415	2,708	2,261
Value Creation Stake	1,965	1,372	1,311	1,134	1,062	772	1,071	845	5,408	4,122
Pensions	296	245	158	158	129	113	129	121	712	637
Other	213	165	154	147	39	39	44	41	450	392
<b>Total expense for remuneration</b>	<b>4,610</b>	<b>3,498</b>	<b>2,839</b>	<b>2,617</b>	<b>2,223</b>	<b>1,760</b>	<b>2,237</b>	<b>1,906</b>	<b>11,908</b>	<b>9,780</b>
LTI (RP 2015) <sup>1</sup>	-	630	-	325	-	325	-	419	-	1,699
<b>Total expense for remuneration including LTI</b>	<b>4,610</b>	<b>4,128</b>	<b>2,839</b>	<b>2,942</b>	<b>2,223</b>	<b>2,085</b>	<b>2,237</b>	<b>2,325</b>	<b>11,908</b>	<b>11,479</b>
in thousands of US\$	5,265	4,621	3,243	3,293	2,539	2,334	2,555	2,603	13,601	12,851

<sup>1</sup> LTI (RP 2015) expenses are inclusive of expenses related to sign-on RSUs.

## 1. BASE SALARY

As part of the re-appointment of Bruno Chabas during the 2020 AGM, it was resolved to increase his Base Salary from EUR800 thousand to EUR960 thousand effective from January 1, 2020. This increase was announced in the Q3 trading update press release. In November 2020, the Supervisory Board resolved to increase Erik Lagendijk's Base Salary from EUR450 thousand to EUR518 thousand effective from January 1, 2020. The 2020 and 2019 Base Salary levels are shown both in the table at the beginning

of section: Management Board Remuneration in 2020 and in the table Remuneration of the Management Board by member in section 3.4.3.

## 2. SHORT-TERM INCENTIVE

For 2020, the Supervisory Board set the following performance measures and corresponding weighting, which led to the following performance realization. For full details regarding the performance under the STI, please refer to the Performance STI 2020 table in section 3.4.3.

## PERFORMANCE REALIZATION\*

	PERFORMANCE MEASURE	RELATIVE WEIGHTING	WEIGHTED PERFORMANCE
<b>PROFITABILITY</b>	EBITDA, underlying & directional	50%	75%
<b>GROWTH</b>	Order intake FPSO, TMS and #FEED	30%	17%
<b>HSSE</b>	HSSE=Fleet significant deviations, TRIFR and SDG target completion	20%	30%
<b>TOTAL</b>		100%	122%

\*The weighted performance percentages in this graph relate to the CEO. For other Management Board members the performance is 75% thereof.

Underlying directional EBITDA, corrected for restructuring costs, resulted in US\$992 million against target level of US\$900 million. Order intake related to new projects (FPSO, Turret Mooring Systems and contracts positioning the Company to win EPC projects). No new FPSO contracts were secured, but several other contracts were concluded

to contribute to growth of the Company. For reasons of commercial sensitivity, no details about the further order intake achievements are disclosed. Regarding the HSSE targets and Process Safety, a leading indicator measured by Fleet Significant Deviations (45% Reduction vs. 2019 YE baseline), scored above maximum. A TRIFR score of 0.10



## 3 GOVERNANCE

was achieved. The targets around the Sustainable Development Goals (#7, #8, #14) were completed at 108% (against the target of 100%).

### 3. VALUE CREATION STAKE

The Supervisory Board decided to grant the Value Creation Stake for 2020 to the Management Board members in accordance with RP 2018. In November 2020, the 2020 Value Creation Stake award for Bruno Chabas and Erik Lagendijk respectively were adjusted due to their Base Salary increase per January 1, 2020. As per RP 2018, the granted Value Creation Stake vests immediately. The gross annual value for each of the Management Board members is 175% of Base Salary. The number of shares was based on the four year average share price (volume weighted) at the date of the respective grant. The cost of the granted Value Creation Stake is included in the table at the beginning of

this section 3.4.2. The number of shares vested under the Value Creation Stake can be found in section 3.4.3 of this remuneration report under Conditions of and information regarding share plans.

The actual shareholdings of the Management Board members per the end of 2020, in which only conditional shares are taken into account, can be found at the end of the Overview Share-Based Incentives (section 3.4.3). This overview also includes the number of conditionally granted and/or vested shares in the last few years.

### 4. SHAREHOLDING REQUIREMENT MANAGEMENT BOARD

The following table contains an overview of shares held in SBM Offshore N.V. by members of the Management Board per December 31, 2020.

	Shares subject to conditional holding requirement	Other shares	Total shares at 31 December 2020	Total shares at 31 December 2019
Bruno Chabas	411,418	716,186	1,127,604	975,910
Philippe Barril	276,071	111,755	387,826	278,428
Erik Lagendijk	186,991	35,427	222,418	143,984
Douglas Wood	194,104	-	194,104	115,614
	<b>1,068,584</b>	<b>863,368</b>	<b>1,931,952</b>	<b>1,513,936</b>

All Management Board members met the share ownership requirement, which is set at an equivalent of 350% of their Base Salary. Section 3.4.3 contains more information about the (historical) share plans for the Management Board.

### 5. PENSIONS AND BENEFITS

Management Board members received a pension allowance equal to 25% of their Base Salary. In case these payments are not made to a qualifying pension fund, Management Board members are individually responsible for the contribution received and SBM Offshore withholds wage tax on these amounts. For the CEO, two pension arrangements (defined contribution) are in place and its costs are included in the table at the beginning of this section 3.4.2.

The Management Board members received several allowances in 2020, including a car allowance and a housing allowance (Bruno Chabas and Philippe Barril). The value of these elements is included in the table at the beginning of this section 3.4.2 and in section 3.4.3.

### 3.4.3 OTHER REMUNERATION INFORMATION

Various tables are included in this section, in compliance with the implemented EU Shareholder Rights' Directive into Dutch law. These tables are designed to increase transparency and accountability for the execution of RP 2018 and aim to allow shareholders, potential investors and other stakeholders to better assess Management Board remuneration.

#### Overview share based incentives

The following table represents the movements during 2020 of all unvested shares (the total number of vested shares

held by Management Board members are reported in section 3.4.2 under Shareholding requirement Management Board). Unvested Long-Term Incentive (LTI) shares in the columns Outstanding at the beginning and/or end of the year, are reported at the Target LTI numbers. The actual vesting hereof in the year are shown for the actual number as per the outcome of the performance criteria and as per the relevant remuneration policy. As at December 31, 2020 the following share-based incentives are outstanding:

	Outstanding at the beginning of 2020	Granted	Vested	Outstanding at the end of 2020	Status at the end of 2020	Vesting date	End of blocking period	Fair value of share at the grant date – €	Fair value of the TSR component – €
<b>Bruno Chabas – CEO</b>									
2017 LTI	80,817	-	161,634	-	vested	2020	2022	14.31	19.62
	<b>80,817</b>	-	<b>161,634</b>	-					
<b>Philippe Barril – COO</b>									
2017 LTI	53,878	-	80,817	-	vested	2020	2022	14.31	15.54
	<b>53,878</b>	-	<b>80,817</b>	-					
<b>Erik Lagendijk – CGCO</b>									
2017 LTI	53,878	-	80,817	-	vested	2020	2022	14.31	15.54
	<b>53,878</b>	-	<b>80,817</b>	-					
<b>Douglas Wood – CFO</b>									
2017 LTI	53,878	-	80,817	-	vested	2020	2022	14.31	15.54
	<b>53,878</b>	-	<b>80,817</b>	-					
<b>Peter van Rossum – former CFO</b>									
2017 LTI	5,238	-	7,857	-	vested	2020	2022	14.31	15.54
	<b>5,238</b>	-	<b>7,857</b>	-					

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### Conditions of and information regarding share plans

The following table includes further details regarding the various (historical) share plans, including the changes throughout 2020.

The main conditions of share award plans					Information regarding the reported financial year			
Specification of plan	Performance period <sup>3</sup>	Grant date	Vesting date(s)	End of retention period	Opening balance <sup>1</sup>	During the year		Closing balance <sup>2</sup>
					Shares held at the beginning of the year	Shares granted (# / EUR x 1,000) <sup>4</sup>	Shares vested (# / EUR x 1,000) <sup>5</sup>	Shares subject to a retention period
<b>Bruno Chabas, CEO</b>								
2015 LTI	2015-2017	27-03-2015	11-04-2018	11-04-2020	108,724	0 / 0	0 / 0	-
2016 LTI	2016-2018	10-03-2016	09-04-2019	09-04-2021	108,279	0 / 0	0 / 0	108,279
2017 LTI	2017-2019	09-02-2017	08-04-2020	08-04-2022	161,634	0 / 0	161,634 / 2,112	85,873
Value Creation Stake 2018	N/A	01-01-2018	01-01-2018	01-01-2023	77,402	0 / 0	0 / 0	77,402
Value Creation Stake 2019	N/A	01-01-2019	01-01-2019	01-01-2024	74,043	0 / 0	0 / 0	74,043
Value Creation Stake 2020	N/A	01-01-2020	01-01-2020	01-01-2025	-	98,872 / 1,655	98,872 / 1,655	54,963
Additional Value Creation Stake 2020 <sup>6</sup>		01-01-2020	01-01-2020	01-01-2025	-	19,774 / 309	19,774 / 309	10,858
<b>Philippe Barril, COO</b>								
Restricted Shares	N/A	01-03-2015	01-03-2018	01-03-2020	46,604	0 / 0	0 / 0	-
2015 LTI	2015-2017	27-03-2015	11-04-2018	11-04-2020	65,151	0 / 0	0 / 0	-
2016 LTI	2016-2018	10-03-2016	09-04-2019	09-04-2021	54,778	0 / 0	0 / 0	54,778
2017 LTI	2017-2019	09-02-2017	08-04-2020	08-04-2022	80,817	0 / 0	80,817 / 1,056	54,712
Value Creation Stake 2018	N/A	01-01-2018	01-01-2018	01-01-2023	53,292	0 / 0	0 / 0	53,292
Value Creation Stake 2019	N/A	01-01-2019	01-01-2019	01-01-2024	50,978	0 / 0	0 / 0	50,978
Additional Value Creation Stake 2019	N/A	01-01-2019	01-01-2019	01-01-2024	7,625	0 / 0	0 / 0	7,625
Value Creation Stake 2020	N/A	01-01-2020	01-01-2020	01-01-2025	-	78,313 / 1,311	78,313 / 1,311	54,686
<b>Erik Legendijk, CGCO</b>								
2015 LTI	2015-2017	27-03-2015	11-04-2018	11-04-2020	35,427	0 / 0	0 / 0	-
2016 LTI	2016-2018	10-03-2016	09-04-2019	09-04-2021	42,122	0 / 0	0 / 0	42,122
2017 LTI	2017-2019	09-02-2017	08-04-2020	08-04-2022	80,817	0 / 0	80,817 / 1,056	42,936

The main conditions of share award plans					Information regarding the reported financial year			
Specification of plan	Performance period <sup>3</sup>	Grant date	Vesting date(s)	End of retention period	Opening balance <sup>1</sup>	During the year		Closing balance <sup>2</sup>
					Shares held at the beginning of the year	Shares granted (# / EUR x 1,000) <sup>4</sup>	Shares vested (# / EUR x 1,000) <sup>5</sup>	Shares subject to a retention period
Value Creation Stake 2018	N/A	01-01-2018	01-01-2018	01-01-2023	33,924	0 / 0	0 / 0	33,924
Value Creation Stake 2019	N/A	01-01-2019	01-01-2019	01-01-2024	32,511	0 / 0	0 / 0	32,511
Value Creation Stake 2020	N/A	01-01-2020	01-01-2020	01-01-2025	-	55,616 / 931	55,616 / 931	30,917
Additional Value Creation Stake 2020 <sup>6</sup>		01-01-2020	01-01-2020	01-01-2025	-	8,342 / 131	8,342 / 131	4,581
<b>Douglas Wood, CFO</b>								
Restricted Shares	N/A	01-10-2016	01-10-2019	01-10-2021	15,265	0 / 0	0 / 0	15,265
2016 LTI	2016-2018	10-03-2016	09-04-2019	09-04-2021	31,591	0 / 0	0 / 0	31,591
2017 LTI	2017-2019	09-02-2017	08-04-2020	08-04-2022	80,817	0 / 0	80,817 / 1,056	42,936
Value Creation Stake 2018	N/A	01-01-2018	01-01-2018	01-01-2023	33,924	0 / 0	0 / 0	33,924
Value Creation Stake 2019	N/A	01-01-2019	01-01-2019	01-01-2024	32,511	0 / 0	0 / 0	32,511
Additional Value Creation Stake 2019	N/A	01-07-2019	01-07-2019	01-07-2024	2,323	0 / 0	0 / 0	2,323
Value Creation Stake 2020	N/A	01-01-2020	01-01-2020	01-01-2025	-	63,958 / 1,071	63,958 / 1,071	35,554
<b>Peter van Rossum, former CFO</b>								
2016 LTI	2016-2018	10-03-2016	09-04-2019	09-04-2021	31,580	0 / 0	0 / 0	31,580
2017 LTI	2017-2019	09-02-2017	08-04-2020	08-04-2022	7,857	0 / 0	7,857 / 103	4,174
					<b>1,349,996</b>	<b>324,875 / 5,408</b>	<b>736,817 / 10,790</b>	<b>1,104,338</b>

1 Opening balance consists of both shares held and unvested grants for conditional plans at assumed maximum target.

2 Closing balance consists of the full grant and vesting of the relevant plan, including any sell-to-cover performed to compensate a wage tax impact.

3 Performance period always refers to a full year

4 Converted at the share price at the date of grant

5 Converted at the share price at the date of vesting

6 Additional Value Creation Stake 2020 due to salary increase.

## 3 GOVERNANCE

### Remuneration of the Management Board by member in thousands of EUR:

The purpose of this table is to show actual total remuneration of Management Board members during the reported financial year. It includes the STI 2020 and the LTI 2017-2019 (which vested in 2020). The relative proportion of fixed and variable remuneration in the reported financial year is also presented, whereas for the purpose of this table, the Value Creation Stake is earmarked as variable remuneration. The total remuneration in 2020 is impacted by the vesting of both the 2017-2019 LTI cycle, granted in 2017, as well as the Value Creation Stake, granted in 2020.

The total remuneration in 2019 is simultaneously impacted by the 2016-2018 LTI cycle, granted in 2016, and the Value Creation Stake, granted in 2019. The 2017-2019 LTI was the last cycle remaining from the former RP 2015.

This table is in line with the current draft Guidelines on the Standardized Presentation of the remuneration report as regards the encouragement of long-term shareholder engagement. Since this table includes former LTI programs, the total remuneration is impacted by the vesting of two separate programs.

Name of Director, Position	Year	Fixed remuneration		Variable remuneration					Total remuneration	Proportion of fixed and variable remuneration
		Base salary	Other benefits	STI <sup>1</sup>	LTI	Value Creation Stake <sup>2</sup>	Extra-ordinary Items <sup>3</sup>	Pension expense		
Bruno Chabas, CEO	2020	960	213	1,176	2,112	1,965	-	296	6,721	22% / 78%
	2019	800	165	916	2,795	1,372	-	245	6,293	19% / 81%
Philippe Barril, COO	2020	634	154	582	1,056	1,311	-	158	3,895	24% / 76%
	2019	634	147	544	1,414	1,134	-	158	4,030	23% / 77%
Erik Legendijk, CGCO	2020	518	39	475	1,056	1,062	-	129	3,278	21% / 79%
	2019	450	39	386	1,414	772	-	113	3,174	19% / 81%
Douglas Wood, CFO	2020	518	44	475	1,056	1,071	-	129	3,293	21% / 79%
	2019	484	41	415	1,060	845	456	121	3,422	19% / 81%
Peter van Rossum, former CFO	2020	-	-	-	103	-	-	-	103	0% / 100%
	2019	-	-	-	607	-	-	-	607	0% / 100%

1 STI based on accrual accounting, taking into consideration that this reflects the STI to be paid over the performance of that year.

2 The Value Creation Stake does not meet the definition of either fixed or variable remuneration, but for the proportion is considered variable.

3 The extra-ordinary items consist of the sign-on RSUs granted to the Management Board member upon joining the Company.

### Comparative table on the change of remuneration and company performance over the last five reported financial years

In the table below, information on the annual change of remuneration of each individual Management Board member is set out over the five most recent financial years. In addition, the performance of the Company (measured in Directional Underlying EBITDA and TRIFR) is displayed as well as the average remuneration on a full-time equivalent

basis of employees of the Company (calculated in the same manner as the internal pay ratio in this section). Under RP 2015, LTI shares vested three years after award. Under RP 2018, the LTI was replaced by the Value Creation Stake, which vests immediately upon award. As a result, for the years 2018, 2019 and 2020, this table includes both the former LTI vesting and the Value Creation Stake.

in thousands of EUR, except company's performance

Annual Change	2015	2016	2017	2018	2019	2020
Bruno Chabas, CEO	3,994	1% / 4,039	30% / 5,749	5% / 6,037	4% / 6,293	6% / 6,721
Philippe Barril, COO	1,597	(34%) / 1,192	26% / 1,602	61% / 4,100	(2%) / 4,030	(3%) / 3,895
Erik Lagendijk, CGCO	1,102	(36%) / 812	27% / 1,118	61% / 2,869	10% / 3,174	3% / 3,278
Douglas Wood, CFO		218	82% / 1,233	36% / 1,941	43% / 3,422	(4%) / 3,293
Peter van Rossum, former CFO	2,162	9% / 2,368	(26%) / 1,877	(114%) / 878	(45%) / 607	(491%) / 103
<b>Company's performance</b>						
Underlying Directional EBITDA in million US\$	718	8% / 778	3% / 806	(3%) / 784	6% / 832	16% / 992
TRIFR <sup>1</sup>	0.22	29% / 0.31	(63%) / 0.19	(6%) / 0.18	(38%) / 0.13	(30%) / 0.10
<b>Average employee expenses on a full-time equivalent basis</b>						
Average employee expenses of the Company <sup>2</sup>	125	(12%) / 112	6% / 119	(6%) / 113	3% / 117	(3%) / 114

1 Total recordable injury frequency rate trends are positive when downwards.

2 The average employee expenses of the company are based on the IFRS expenses including share based payments. The average employee expenses are influenced by both the composition of the population both in function as well as geographical location and the related foreign currency impacts.

### Performance STI 2020

For more information on the actual performance of the STI 2020, reference is made to 3.4.2 under Short Term-Incentive.

## 3 GOVERNANCE

Performance measure	Relative Weighting	Threshold	Target	Maximum	Actual performance	Actual in % of base salary	
<b>Profitability</b>							
Underlying directional EBITDA <sup>1</sup>		US\$ 850M	US\$ 900M	US\$ 950M	US\$ 992M	150%	
	50%						
Corresponding awards in €		<b>Bruno Chabas, CEO</b>	€ 240,000	€ 480,000	€ 720,000	€ 720,000	150%
		<b>Philippe Barril, COO</b>	€ 118,809	€ 237,619	€ 356,428	€ 356,428	113%
		<b>Erik Lagendijk, CGCO</b>	€ 97,031	€ 194,063	€ 291,094	€ 291,094	113%
		<b>Douglas Wood, CFO</b>	€ 97,031	€ 194,063	€ 291,094	€ 291,094	113%
<b>Growth</b>							
Order Intake FPSO, TMS and contracts positioning the company to win EPC		SBM Offshore does not disclose order intake details as this is considered market sensitive information					
	30%						
Corresponding awards in €		<b>Bruno Chabas, CEO</b>	€ 144,000	€ 288,000	€ 432,000	€ 168,000	58%
		<b>Philippe Barril, COO</b>	€ 71,286	€ 142,571	€ 213,857	€ 83,168	44%
		<b>Erik Lagendijk, CGCO</b>	€ 58,219	€ 116,438	€ 174,656	€ 67,922	44%
		<b>Douglas Wood, CFO</b>	€ 58,219	€ 116,438	€ 174,656	€ 67,922	44%
<b>HSSE</b>							
Process Safety Fleet 8%, Total Recordable Injury Frequency rate 8% and Sustainable Development Goals 4%		Target Fleet Significant Deviations = -45% Reduction vs. 2019 YE baseline; Target TRIFr = 0.10; Target SDG Completion #7, #8 and #14 at 108%					
	20%						
Corresponding awards in €		<b>Bruno Chabas, CEO</b>	€ 96,000	€ 192,000	€ 288,000	€ 288,000	150%
		<b>Philippe Barril, COO</b>	€ 47,524	€ 95,048	€ 142,571	€ 142,570	113%
		<b>Erik Lagendijk, CGCO</b>	€ 38,813	€ 77,625	€ 116,438	€ 116,438	113%
		<b>Douglas Wood, CFO</b>	€ 38,813	€ 77,625	€ 116,438	€ 116,438	113%
<b>Total pay out on STI</b>		<b>Bruno Chabas, CEO</b>	€ 480,000	€ 960,000	€ 1,440,000	€ 1,176,000	122%
		<b>Philippe Barril, COO</b>	€ 237,619	€ 475,238	€ 712,856	€ 582,166	92%
		<b>Erik Lagendijk, CGCO</b>	€ 194,063	€ 388,125	€ 582,188	€ 475,453	92%
		<b>Douglas Wood, CFO</b>	€ 194,063	€ 388,125	€ 582,188	€ 475,453	92%

<sup>1</sup> The Supervisory Board has resolved to correct the underlying directional EBITDA of US\$ 944M for restructuring costs incurred in 2020.



### 3.4.4 SUPERVISORY BOARD REMUNERATION POLICY

Following the implementation of SRD II in the Netherlands, the remuneration policy of the Supervisory Board was adopted at the 2020 AGM. The changes to the remuneration policy did not include an amendment of the fee levels.

SBM Offshore believes the oceans will provide the world with safe, sustainable and affordable energy for generations to come. We share our experience to make it happen. The remuneration policy encourages a culture of long-term value creation and a focus on the long-term sustainability of the Company. The remuneration of the Supervisory Board members is not dependent on the results of the Company, which allows an unmitigated focus on long-term value creation for all stakeholders. The focus on the corporate values Integrity, Care, Entrepreneurship, Ownership contributes to the realization of the Company's strategic objectives.

The Company's strategy revolves around the themes Optimize, Transform and Innovate. The Optimize pillar is

Position	Fee in EUR
Chairman Supervisory Board	120,000
Vice-Chairman Supervisory Board	80,000
Member Supervisory Board	75,000
Chairman Audit and Finance Committee	10,000
Member of the Audit and Finance Committee	8,000
Chairman of the Appointment and Remuneration Committee dealing with appointment matters	9,000
Chairman of the Appointment and Remuneration Committee dealing with remuneration matters	9,000
Member of the Appointment and Remuneration Committee	8,000
Chairman of the Technical and Commercial Committee	10,000
Member of the Technical and Commercial Committee	8,000

All fees above are on an annual basis and are not dependent on the number of meetings. Supervisory Board members also receive an annual amount of EUR500 for expenses, and a lump sum of EUR5,000 per meeting when intercontinental travel is involved.

#### PENSIONS

The Supervisory Board members do not receive a pension allowance.

#### ARRANGEMENTS WITH SUPERVISORY BOARD MEMBERS

Members of the Supervisory Board are appointed by the General Meeting of Shareholders for a maximum term of four years. Re-appointment can take place as per the law, articles of association and the Supervisory Board Rules of the Company. The term of the Supervisory Board members

reflected in the competitiveness of the remuneration policy, which is in line with global peer companies that may compete with SBM Offshore for business opportunities and/or talent. The remuneration should enable retaining and recruiting Supervisory Board members with the right balance of experience and competencies while observing the Supervisory Board Profile and Diversity Policy, to oversee the execution of the strategy and the performance of the Company. The remuneration intends to promote an adequate performance of their role. The strategic pillars Transform and Innovate are reflected in the focus of the Supervisory Board on long-term value creation.

Considering the nature of the role and responsibility of the Supervisory Board, the pay and employment conditions of employees are not taken into account when formulating the remuneration policy.

#### FEE LEVEL AND STRUCTURE

The fee level and structure for the Supervisory Board remuneration is currently as follows:

terminates at the end of their term, in case of resignation or dismissal by the General Meeting of Shareholders.

#### LOANS

SBM Offshore does not provide loans or advances to Supervisory Board members and there are no loans or advances outstanding. SBM Offshore does not issue guarantees (and/or sureties) to the benefit of Supervisory Board members.

## 3 GOVERNANCE

### 3.4.5 SUPERVISORY BOARD REMUNERATION IN 2020

#### Remuneration of the Supervisory Board by member in thousands of EUR

In accordance with the Supervisory Board Remuneration Policy, the remuneration paid out to the Supervisory Board in 2020 is as follows:

Name of Supervisory Board Member, Position	Year	Fees	Committee fees	Other benefits <sup>1</sup>	Total remuneration	Proportion of fixed and variable remuneration
Roeland Baan, Chairman <sup>2</sup>	2020	108	11	1	119	100% / 0%
	2019	75	16	1	92	100% / 0%
Andy Brown, Vice-Chairman <sup>2</sup>	2020 <sup>3</sup>	58	7	0	66	100% / 0%
	2019	-	-	-	-	-
Bernard Bajolet, Member	2020	75	8	1	84	100% / 0%
	2019	75	8	1	84	100% / 0%
Francis Gugen, Member	2020	75	10	1	86	100% / 0%
	2019	75	10	1	86	100% / 0%
Sietze Hepkema, Member	2020	75	8	1	84	100% / 0%
	2019	75	8	1	84	100% / 0%
Laurence Mulliez, Member	2020	75	16	1	92	100% / 0%
	2019	75	16	1	92	100% / 0%
Cheryl Richard, Member	2020	75	9	6	90	100% / 0%
	2019	75	9	31	115	100% / 0%
Jaap van Wiechen, Member	2020 <sup>3</sup>	55	6	0	61	100% / 0%
	2019	-	-	-	-	-
Floris Deckers, Chairman <sup>4</sup>	2020 <sup>5</sup>	32	5	0	37	100% / 0%
	2019	120	17	1	138	100% / 0%
Thomas Ehret, Vice-chairman <sup>4</sup>	2020 <sup>5</sup>	20	3	0	23	100% / 0%
	2019	80	10	1	91	100% / 0%

<sup>1</sup> Other benefits items for the supervisory board consist mainly of the lump sum for intercontinental travel at EUR 5,000 each and a yearly expense allowance of EUR 500

<sup>2</sup> As per April 8, 2020

<sup>3</sup> Remuneration based on months after appointment at the AGM

<sup>4</sup> Until April 8, 2020

<sup>5</sup> Remuneration based on months prior to retirement at the AGM

#### Comparative table on the change of remuneration and company performance over the last five reported financial years in thousands of EUR

In the table below, information on the annual change of remuneration of each individual Supervisory Board member is set out over the five most recent financial years.

Annual Change <sup>1</sup>	2015	2016	2017	2018	2019	2020
Roeland Baan, Chairman <sup>2</sup>	-	-	-	66	28% / 92	23% / 119
Andy Brown, Vice-Chairman <sup>2</sup>	-	-	-	-	-	66
Bernard Bajolet, Member	-	-	-	60	28% / 84	0% / 84
Francis Gugen, Member	87	(2%) / 85	0% / 85	0% / 85	1% / 86	0% / 86
Sietze Hepkema, Member	59	29% / 83	0% / 83	0% / 83	1% / 84	0% / 84
Laurence Mulliez, Member	53	34% / 81	2% / 83	2% / 85	7% / 92	0% / 92
Cheryl Richard, Member	78	26% / 106	2% / 108	(9%) / 99	14% / 115	(28%) / 90
Jaap van Wiechen, Member	-	-	-	-	-	61
Floris Deckers, Chairman <sup>3</sup>	92	0% / 92	0% / 92	26% / 124	10% / 138	(268%) / 37
Thomas Ehret, Vice-chairman <sup>3</sup>	89	1% / 90	0% / 90	0% / 90	1% / 91	(300%) / 23
Frans Cremers, former member	123	10% / 137	0% / 137	(251%) / 39	-	-
Lynda Armstrong, former member	89	2% / 91	0% / 91	(203%) / 30	-	-

<sup>1</sup> For the comparative company performance and average employee expenses on a full-time equivalent basis we refer to the comparative of the Management Board table in section 3.4.3

<sup>2</sup> As per April 8, 2020

<sup>3</sup> Until April 8, 2020

None of the Supervisory Board members receives remuneration that is dependent on the financial performance of the Company, as per best practice 3.3. of the Corporate Governance Code.

With the exception of Sietze Hepkema, none of the Supervisory Board members have reported holding shares (or other financial instruments) in SBM Offshore N.V. His entire shareholding relates to the (share based) remuneration he has received as a Management Board member in the past.

SBM Offshore does not provide loans or advances to Supervisory Board members and there are no loans or advances outstanding.

## 3 GOVERNANCE

### 3.5 SHAREHOLDER INFORMATION

#### LISTING

SBM Offshore has been listed on Euronext Amsterdam since 1965. The market capitalization as at year-end 2020 was US\$3.6 billion. The majority of the Company's shareholders are institutional long-term investors.

#### FINANCIAL DISCLOSURES

SBM Offshore publishes audited full-year earnings results and unaudited half-year earnings results, which include financials, within sixty days after the close of the reporting period. For the first and third quarters, SBM Offshore publishes a trading update, which includes important Company news and financial highlights. The Company conducts a conference call and webcast for all earnings releases and a conference call only for all trading updates during which the Management Board presents the results and answers questions. All earnings-related information, including press releases, presentations and conference call details are available on the SBM Offshore website. Please see the Financial Calendar of 2021 at the end of this section for details of the timing of publication of financial disclosures for the remainder of 2021.

In 2018, the Company expanded its 'Directional' reporting. In addition to the Directional income statement, reported

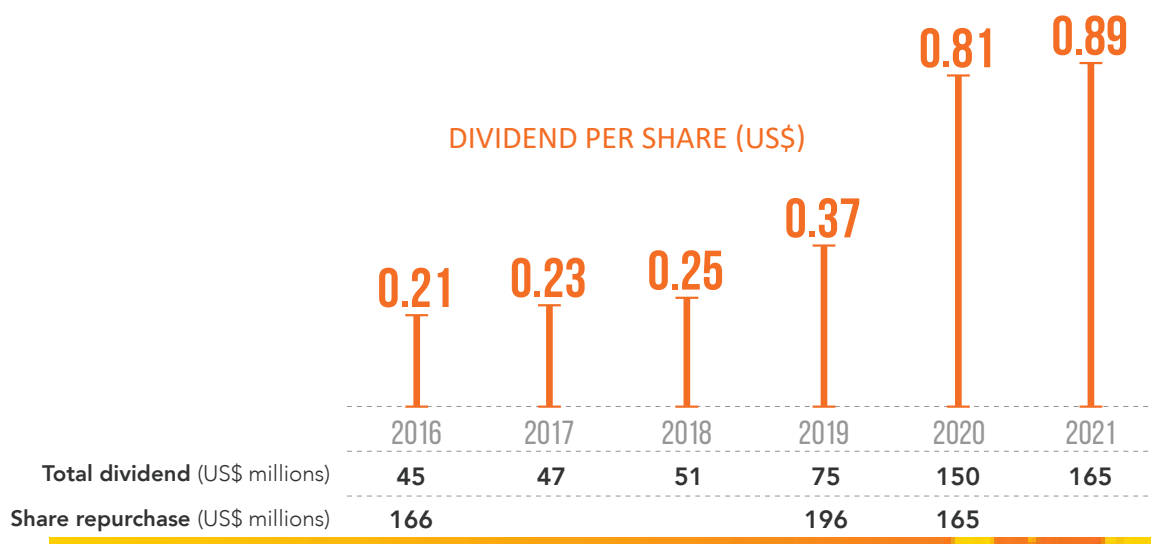
since 2013, a Directional balance sheet and cash flow statement are also disclosed in section 4.3.2 of the Consolidated Financial Statements. Expanding Directional reporting aims to increase transparency in relation to SBM Offshore's cash flow generating capacity and to facilitate investor and analyst review and financial modeling. Furthermore, it also reflects how Management monitors and assesses financial performance of the Company. Directional reporting is included in the audited Consolidated Financial Statements in section 4.3.2.

#### DIVIDEND POLICY & CAPITAL ALLOCATION

The Company's policy is to maintain a stable dividend, which grows over time. Determination of the dividend is based on the Company's assessment of its underlying cash flow position.

Regarding capital allocation, the Company prioritizes payment of the dividend, followed by the financing of growth, with the option thereafter to repurchase shares, depending on residual financial capacity and cash flow outlook.

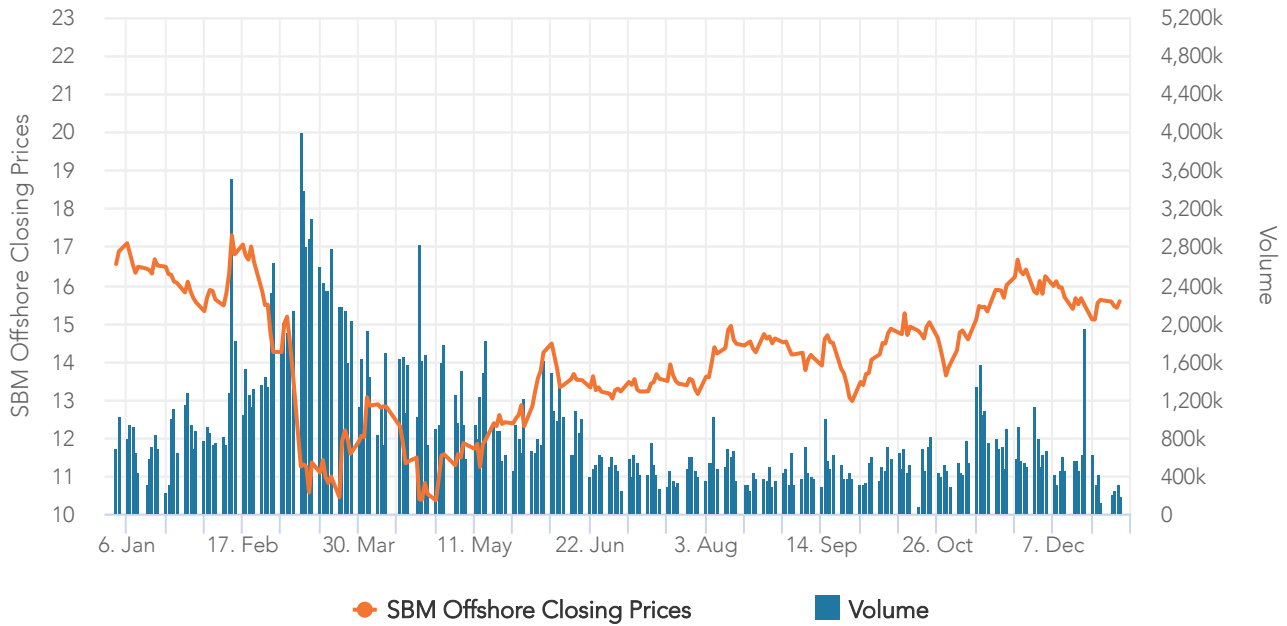
#### SHAREHOLDER RETURNS<sup>1</sup>



1 - Presents dividends and share repurchase program amounts per year of payout

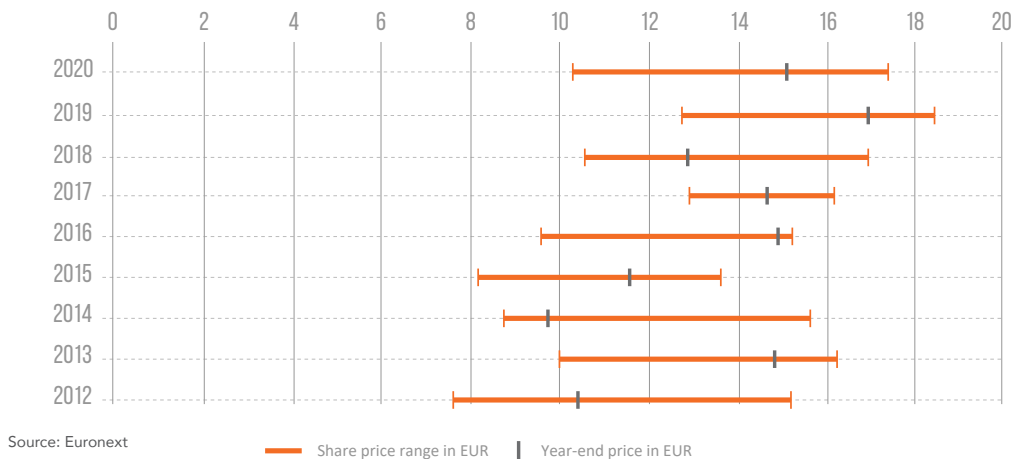
## SHARE PRICE DEVELOPMENT

Share price development in 2020 (in EUR)



<b>Year-end price</b>	EUR 15.565	December 31, 2020
<b>Highest closing price</b>	EUR 17.295	February 13, 2020
<b>Lowest closing price</b>	EUR 10.350	April 27, 2020

### SHARE PRICE DEVELOPMENT 2012 - 2020 (MAX, MIN, YEAR-END PRICE)



Source: Euronext

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For 2020 the press releases covering the key news items are listed below:

Date	Subject Press Release
13-02-20	2019 Full-Year Earnings
13-02-20	Announcement Share Repurchase
13-02-20	Nomination Supervisory Board Members
26-02-20	Annual General Meeting of Shareholders Announcement
03-04-20	Completion 2020 Share Repurchase Program
08-04-20	Annual General Meeting of Shareholders: Company Update and 2020 Resolutions
14-05-20	2020 First Quarter Trading Update
01-07-20	Completion US\$600 million bridge loan for FPSO <i>Sepetiba</i>
06-08-20	2020 Half-Year Earnings
21-08-20	Preparing for sale DSVCV SBM Installer
15-09-20	Confirming contract negotiation for Petrobras FPSO
01-10-20	Awarded Contracts for ExxonMobil <i>Prosperity</i> (FPSO)
12-11-20	2020 Third Quarter Trading Update
30-11-20	Update on Legacy
21-12-20	Changes in Supervisory Board
23-12-20	Update on Lease and Operate backlog

### MAJOR SHAREHOLDERS

As at December 31, 2020, the following investors holding ordinary shares had notified an interest of 3% or more of the Company's issued share capital to the Autoriteit Financiële Markten (AFM) (only notifications after July 1, 2013 are included):

Date	Investor	% of share capital
10 July 2020	Parvus Asset Management Europe Limited	5.04%
4 May 2020	FIL Limited	5.07%
19 March 2020	Janus Henderson Group plc	4.91%
28 February 2020	HAL Trust	20.35%
9 November 2015	Dimensional Fund	3.18%

### INVESTOR RELATIONS

The Company maintains open and active engagement with its shareholders and aims to provide information to the market which is consistent, accurate and timely. Information is provided among other means through press releases, presentations, conference calls, investor conferences, meetings with investors and research analysts and the Company website. The website provides a constantly updated source of information about our core activities and latest developments. Press releases and presentations and information on shareholder communication can be found there under the Investor Relations Center section.

### FINANCIAL CALENDAR

Event	Day	Year
Full-Year 2020 Earnings – Press Release	11 February	2021
Annual General Meeting of Shareholders	7 April	2021
Trading Update 1Q 2021 – Press Release	12 May	2021
Half-Year 2021 Earnings – Press Release	5 August	2021
Trading Update 3Q 2021 – Press Release	11 November	2021

## 3.6 RISK & COMPLIANCE

### GOVERNANCE

The Management Board is responsible for :

- determining the Company's risk profile and policy, which are designed to realize the Company's objectives, to assess and manage the Company's risks and to ensure that sound internal risk management and control systems are in place, and
- ensuring that the entire SBM Offshore organization operates within its clearly defined Compliance Program.

The Management Board monitors the operation of the Compliance Program and the internal risk management and control systems and performs an annual systematic assessment of their design and effectiveness. The results are discussed with the Supervisory Board. This monitoring covers all material control measures relating to strategic, operational, financial, compliance and reporting risks. Among other considerations, attention is given to observed weaknesses, instances of misconduct and irregularities and indications from whistle blowers.

### MANAGEMENT APPROACH

The Chief Governance and Compliance Officer (CGCO) has the overall responsibility for compliance, risk and legal matters. The Group Risk & Compliance Function (GRCF) has a leadership role in proactively advising the Management Board and Management on acting in a compliant manner, both from a strategic and an operational

perspective. An important part of its role includes the focus on the prevention of misconduct through the Integrity Panel, which oversees and investigates reports of (potential) misconduct. The Company's Validation Committee reviews and approves of high-risk third-parties before engaging in a business relationship.

The integrated Group Risk & Compliance Function comprises a global diverse team of fifteen experienced Risk and Compliance professionals located within the Company's most prominent locations worldwide. Business leadership has accountability and responsibility to manage compliance and integrity risks within their fields of management control.

### 3.6.1 DESIGN AND EFFECTIVENESS OF THE INTERNAL RISK MANAGEMENT AND CONTROL SYSTEM

#### MANAGEMENT APPROACH

The Group Risk & Compliance Function brings the skills to support the business in identifying and managing risks, thereby ensuring the risks are managed within the Risk Appetite (see section 1.4.1.) in order for the Company to achieve its strategic goals and objectives. The Risk Assurance Committee (RAC) reviews the significant risks faced by the Company and the relevant control measures. The RAC guards an integrated risk management approach by bringing together the key heads of functions across the second and third line of defense.










# 3 GOVERNANCE

## 2020 PERFORMANCE

### RISK MANAGEMENT MATURITY ASSESSMENT

The Management Board has assessed its Risk Management framework against a basic maturity model (from 'implemented' to 'future ambitions') across five interrelated components. The components are derived from COSO's framework 'Enterprise Risk Management - Integrating with Strategy and Performance'. The table below displays the Risk Management activities in their maturity level of robustness, as per end of 2020. Overall, the Risk Management framework is deemed to be at an 'improved' level, with the exception of 'Information, Communication & Reporting', which is assessed to be at a 'managed' level. The items in grey are the actions envisioned to be focused in the future.

The table below displays the highlights of the assessment as per end of 2020.

MATURITY	RISK MANAGEMENT COMPONENT				
	 Governance & Culture	 Strategy & Objective-setting	 Performance	 Review & Revision	 Information, Communication & Reporting
<b>FUTURE AMBITIONS</b>	Continue to strengthen Risk by connecting various Risk disciplines and expand global span of Risk, Assurance and Internal Control	Continue to assess risks of the Energy Transition and Climate Change. Improve focus on upside potential (opportunities)	Continue to improve the quality of emerging risk identification and assessments methodologies. Analyze relationships between risks	Continue to improve Risk Management activities and function. Further align assurance activities in the business	Outlook 2022: Develop and implement risk indicators to facilitate real-time scenario tracking
<b>IMPROVED</b>	Risk based decision making is part of the corporate culture. Tone at the top set clear guidance, based on our corporate values	Cross-functional risk assessments, are aligned with strategy (e.g. on Climate Change, Process Safety, Fast4Ward, Digital Transformation and Fraud risk)	Continuous improvement takes place on quality of risk assessments, e.g. in area of Energy Transition and Climate Change. Improved tracking of action plans increases the net result of risk mitigation	Risk enablers (e.g. policies and procedures, risk tooling) are regularly reviewed and improved under the leadership of the RAC	Continue to improve the quality, alignment and impact of risk reporting across the organization, jointly with Internal Control results
<b>MANAGED</b>	The RAC meets monthly. It includes Directors of assurance functions, such as: HSSE, Operational Excellence, Finance (incl. Internal Control), Compliance, and Internal Audit	Project Life Cycle is the foundation of the Risk Appetite Statements. These are updated annually based on company strategy and applied to business decision making	Risk Management and Internal Control activities are performed on a frequent basis and aligned with the company's strategy cycle	RAC ensures an integrated risk management approach across the assurance functions. It periodically assesses the effectiveness of risk management, control framework	Issued special risk reports on COVID-19. Risk reports can be derived real-time and with cross functional insights from an online platform updated by the organization.
<b>REPEATED</b>	Management Board meets senior management for discussion on performance, realization of objectives and responses to emerging issues	Company's Risk Appetite Statement is set in agreement with the Management Board and is supported by the Supervisory Board	Strategy is leading in risk identification and risk assessment. Internal Control matrices are improved with specifications on where control activity takes places	Digital functionalities are in place in risk management for the documentation and assessment of risks, as well as for the facilitation of risk workshops	Every quarter a risk report is drawn up that contains measurement of the Risk Appetite Statement, the significant risks and its mitigating measures
<b>IMPLEMENTED</b>	Management of (financial) risks are Management's responsibility and are carried out with the support of dedicated resources	Risk bearing financial processes are identified and risks and controls are listed in the Internal Control matrices	A yearly review of the Internal Control matrices is performed to assess controls in different locations including review by the Finance Internal Audit	Letter of Representation process, whereby senior management confirms on a quarterly basis that for their responsible area, the financial reports fairly present the position and results of the Company	Organizational units and departments keep track of their risks and actions in risk registers. Its owned by respective management and updates are performed ad hoc

 Achievements before- and in 2020.  Future ambitions

### 3.6.2 COMPLIANCE PROGRAM

#### STRATEGY

SBM Offshore's Compliance Program aims to guide the Company's Management and employees in applying their moral compass, as well as strengthening the management control system. SBM Offshore has integrated the Compliance Program into its organizational structure and promotes a culture of integrity and compliance in the day-to-day way of working of all employees, increasingly focusing on targeted training initiatives, digitalization of processes and data analysis. SBM Offshore maintains an effective compliance risk management and control system, which includes monitoring and reporting, and upholds the Company's zero-tolerance for bribery, corruption, fraud or any other form of misconduct. The Company maintains a global management control framework, while the Company's Management is responsible for embedding compliance in day-to-day business practice.

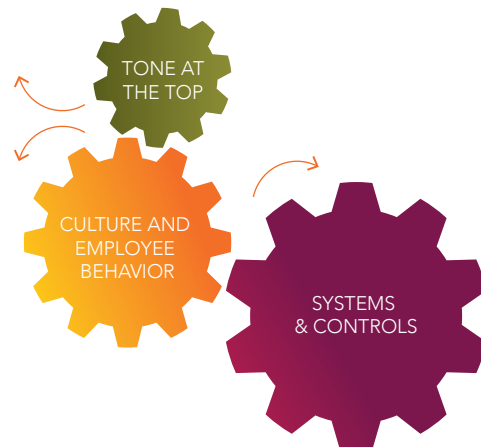
#### The Compliance Program is built on three pillars :

- Compliance governance and organization
- Hard and soft controls<sup>20</sup>
- Organizational culture and employee behavior



#### Key elements of the Compliance Program

- Commitment of the Management Board and the Supervisory Board.
- Responsibility and accountability for compliance implementation and management residing in line management and, ultimately, with the Management Board.
- Oversight by and autonomy of the GCD and adequate, qualified resources in the department.
- Company Code of Conduct and Compliance policies and procedures.
- Regular communication, training and continued guidance and advice.
- Convergence of compliance initiatives with other responsible business conduct initiatives
- Regular monitoring of compliance risks, mitigating measures and risk-based controls, as well as incident and action reporting.
- A thorough third-party management process, including an internal Validation Committee, which reviews the due diligence outcome on high-risk third-parties prior to engagement.
- Independent verification (e.g. compliance audits).
- Compliance-related internal financial controls.
- Confidential reporting procedures, including an Integrity Line and internal investigations.
- Annual compliance statements from employees in middle and senior management positions.



<sup>20</sup> Hard controls are the explicit, tangible controls that guide employee behavior through defined policies and procedures while on the other hand, soft controls are intangible factors that influence the behavior of employees and ensure compliance with procedures such as openness, discussability and enforcement. Soft controls can be strengthened by for instance, training, improving the speak-up culture and facilitating the discussion of ethical dilemmas.

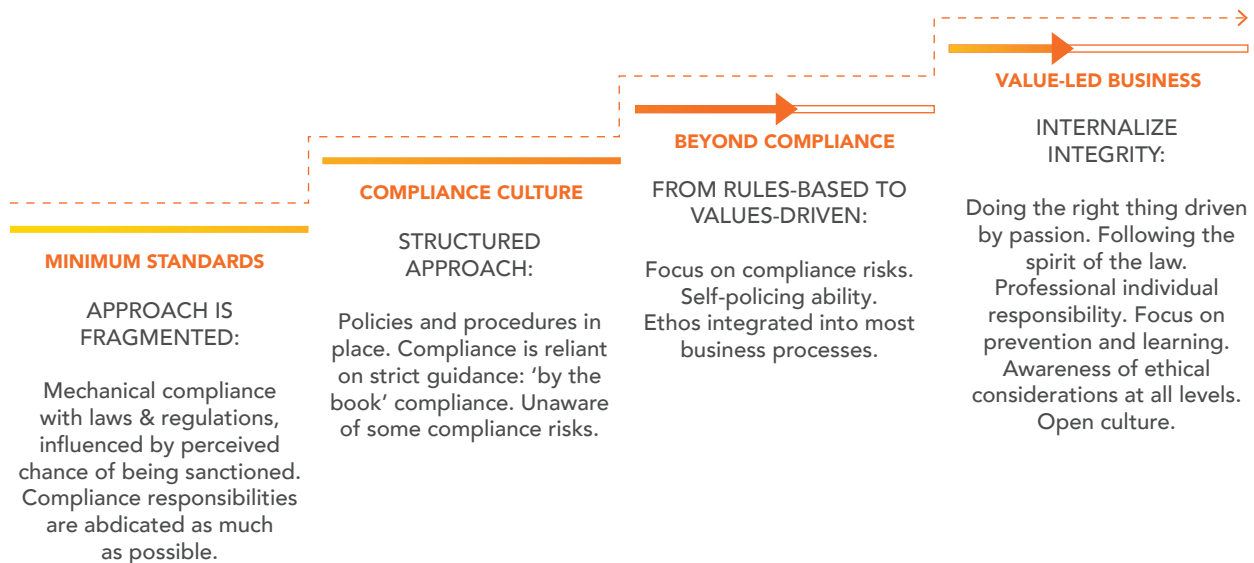
#### MATURITY ASSESSMENT

The Management Board has assessed its Compliance program against a basic maturity model (from 'minimum standards' to 'value led business'). The table below displays the Compliance program maturity level as per end of 2020. Overall, the Compliance program is continuing to transition from 'Compliance culture' to the 'Beyond Compliance'

## 3 GOVERNANCE

level, although certain elements of the Compliance program, notably the focus on responsible leadership behavior, fall within the 'value-led business' maturity level. This is supported by ongoing convergence of compliance initiatives with other initiatives that focus on responsible business conduct, such as LifeDay, Right365 and vendor

engagement events. Through evolving Compliance Program enhancements and by integrating compliance in business events, the Company strives for continuous improvement in embedding compliance as an integral part of its business processes.



### 3.7 COMPANY TAX POLICY

SBM Offshore's tax policy is summarized as follows :

- The Company aims to be a good corporate citizen in the countries where it operates by complying with the law and by contributing to the countries' progress and prosperity through employment, training and development, local spending, and through payment of the various taxes it is subject to, including wage tax, personal income tax, withholding tax, sales tax and other state and national taxes as appropriate.
- The Company aims to be tax efficient in order to be cost competitive, while fully complying with local and international tax laws.

The Company operates in a global context, with competitors, clients, suppliers and a workforce based around the world. A typical FPSO project sees a hull conversion in Asia, topsides construction in Asia, Africa or South America, engineering in Europe, Asia or the USA and large scale procurement from dozens of companies in many countries across the globe. In each of these countries, the Company complies with local regulations and pays direct and indirect taxes on local value added, labor and profits and in some cases pays a revenue based tax. To coordinate

the international nature of its operations and its value flows and to consolidate its global activities, in 1969 the Company created Single Buoy Moorings Inc, which continues to perform this function today from its offices in Marly, Switzerland.

The Company :

- Complies with the OECD transfer pricing guidelines.
- Supports the OECD's commitment to enhance tax transparency and is committed to be in full compliance with applicable laws in countries where it operates. Consistent with this approach, the Company supports the initiatives on base erosion and profit shifting, including but not limited to Anti Tax Avoidance Directive 2 (ATAD 2) or European Union directives enhancing transparency, such as DAC 6. The Company is required to file detailed reports and transfer pricing documentation in accordance with Base Erosion and Profit Shifting's (BEPS) action 13 as is now implemented in Dutch tax law. The disclosures contained in the country-by-country reporting ('CbCR') have been prepared to meet the OECD requirements and have been filed with the Dutch tax authorities for the year 2019.

- Makes use of the availability of international tax treaties to avoid double taxation.
- Does not use intellectual property as a means to shift profits, nor does it use digital sales. Furthermore, the Company does not apply aggressive intra-company financing structures such as hybrids. In 2020, the Company reported a current corporate income tax charge of US\$48 million under IFRS (compared to US\$39.9 million in 2019). Due to the large losses incurred on the legacy projects and the current industry downturn, some tax loss carry forward positions exist at the global contracting company, which are limiting the current tax payments in Switzerland and in jurisdictions of the Company's locations.

### 3.8 OPERATIONAL GOVERNANCE

Operational Governance of the Company is supported by an independent and dedicated team under Group HSSE and Operational Excellence, which encompasses key operational and assurance functions involved in SBM Offshore's core business activities and reports directly to SBM Offshore's Management Board.

Such functions have a key role in ensuring a coordinated, consistent and controlled approach to core business over the full lifecycle i.e. Win, Execute and Operate phases, and across the Company's locations, Fleet Operations and Product Lines through :

- Functional leadership within the corresponding communities (distributed across entities) and other functions
- Ownership and governance of internal systems and procedures, developed in response to known and anticipated risks in line with the strategic direction of the Company
- Maintenance of GEMS, as introduced in section 3.8.1
- Maintenance of GTS, as introduced in section 3.8.2
- Management of improvement initiatives
- Coordination and harmonization of Company's ways of working and internal standards
- Specific focus on the product lifecycle, notably based on a cross-functional gate process and internal arbitration if necessary
- A focused hazard and effects management process that builds on our experience in order to continuously improve the performance of our HSSE barriers such that the risk exposure is reduced to as low as reasonably practicable.
- An internal Incident Management Committee (connected in turn to the Risk Assurance Committee referred to in section 3.6.1) ensuring that lessons are effectively learned from incidents occurring during project execution and fleet operations

- Coordinated assurance activities focusing on risk management, compliance, effectiveness and business performance
- Coordinated assurance activities focusing on product conformity with applicable international and local regulations, rules, technical standards and other applicable requirements
- Involvement of independent third-parties as certification, verification or classification bodies

A detailed certification and classification table is provided in section 4.12, mapping compliance with international certification standards and classification rules.

Note : for complementary details on SBM Offshore's approach towards Operational Excellence, refer also to section 2.1.3.



## 3 GOVERNANCE

### 3.8.1 GLOBAL ENTERPRISE MANAGEMENT SYSTEM (GEMS)

A Management System is one of the key enablers for a company to perform its business activities in a consistent, reliable and sustainable manner, meeting client expectations, adapting to new challenges and continuously improving ways of working.

The Management System of SBM Offshore is called the Global Enterprise Management System (GEMS). It is based on several international standards and other practices. It is the core of a broader ecosystem including software solutions (e.g. LUCY, being SBM Offshore's Human Capital Management System) and other elements such as SharePoint microsites and Group Technical Standards (GTS) as introduced in section 3.8.2.

GEMS is structured around three main process domains known as executive processes, core processes and support processes, with the core processes further modelled into the Win, Execute and Operate phases and is represented as shown in the illustration.

Group values (section 1.3.1) and policies are embedded to support the correct governance of SBM Offshore's organization and business activities. These form the foundation of GEMS and its processes, which are consistently applied throughout all offices and fleet operations (in-country offices and vessels).

GEMS allows an integrated end-to-end approach to all the business activities of SBM Offshore and of the co-owned operating entities, with clear and formal ownership of key processes and clear identification of key controls. It provides a cohesive framework for quality and regulatory compliance, health and safety, security of personnel and assets, protection of the environment, as well as risk and opportunity management throughout the product lifecycle, ensuring the Company's sustainability.

GEMS is maintained and updated to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the company

GEMS can be accessed in its entirety via a single website which ensures easy access to all employees. On offshore vessels, the website is also accessible via a kiosk for personnel who do not have a computer assigned. In order to support the scope of our co-owned operating entities, a dedicated user profile has also been set up with access to applicable information from the central GEMS repository.

### 3.8.2 GROUP TECHNICAL STANDARDS (GTS)

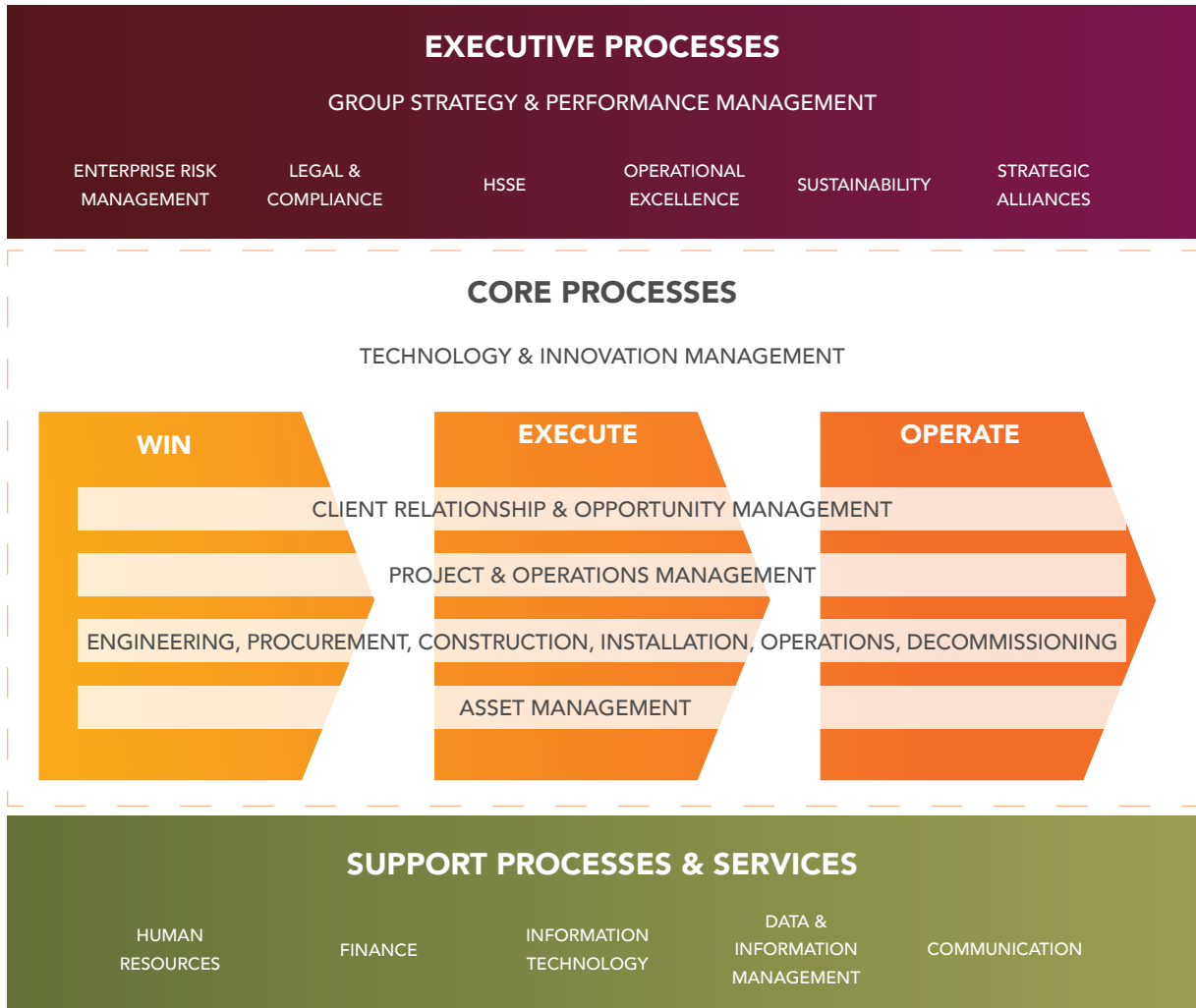
A key driver for the cost of new projects is the technical standards to be applied in addition to the local regulatory requirements. Typically, these standards can fall into three categories – client standards, contractor standards or a hybrid set of customized standards. In the current climate of severe cost pressure, there is a logical push in the industry towards wider acceptance of contractor standards. By leveraging its expertise – notably through its Fast4Ward® program –, SBM Offshore can minimize project customization and efficiently deliver more standard products with significant cost and schedule savings.

To support this approach, the Company has over the years established its own Group Technical Standards (GTS) by integrating key elements of its accumulated project execution and fleet operational experience. The GTS consist of a set of minimum technical requirements applicable to Company products provided to Clients on a Lease & Operate basis. They ensure a consistent design approach, optimized from a lifecycle cost perspective and integrating Company's policies and standards with respect to personnel safety, environmental protection and asset integrity. Additionally, all GTS documents are formally reviewed and approved by Classification Societies acting as independent third parties.

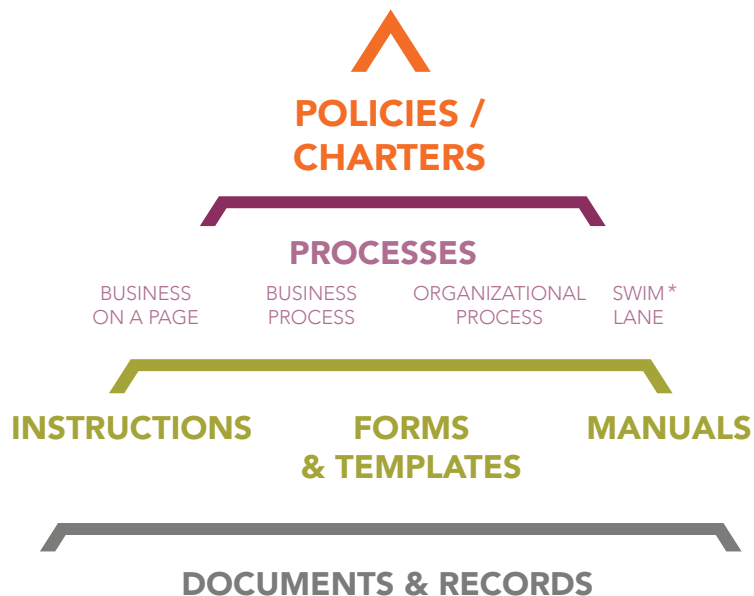
The GTS are maintained by a team of internal Technical Authorities and Experts covering all key technical aspects of Company products, providing assurance over GTS application during project execution and integrating operational feedback as part of GTS continuous improvement.

To date, the Company has executed over 20 major projects using its GTS as basis of design since they were established in 2003.

# GEMS ON A PAGE



## MANAGEMENT SYSTEM HIERARCHY



\*A swimlane, also referred to as a Process Diagram, is a cross-functional diagram that displays all the steps included in an Organizational Process

## 3 GOVERNANCE

### 3.9 IN CONTROL STATEMENT

#### INTRODUCTION

The Management Board is responsible for establishing and maintaining adequate internal risk management and control systems. The implementation of the internal risk management and control framework at SBM Offshore focuses on managing both financial risks and operational risks, as described in section 3.6 of the Management Report. As a key part of its scope, the Risk Management function is responsible for the design, monitoring and reporting on the internal control framework.

During 2020, various aspects of risk management were discussed by the Management Board, including the consolidated quarterly Risk Report and the result of the yearly testing Internal Control Over Financial Reporting (ICOFR) campaign. The responsibilities concerning risk management, as well as the lines of defense, were also discussed with senior management of the Company. In addition, the result of the yearly testing campaign of controls covering financial reporting risks has been reviewed with the Audit and Finance Committee and Supervisory Board. This testing campaign did not highlight any major control deficiency and concluded to a stable level of conformity rate around the organization.

SBM Offshore prepared the In Control Statement 2020 in accordance with the best practice provision 1.4.3 of the Dutch Corporate Governance Code. With due consideration to the above, the Company believes that :

- The Management Report provides sufficient insights into any failings, if any, in the effectiveness of the internal risk management and control systems
- Its internal risk management and control systems provide reasonable assurance that the financial reporting over 2020 does not contain any errors of material importance
- Based on the current state of affairs, the Management Board states that it is justified that the financial reporting over 2020 is prepared on a going concern basis; and
- Those material risks and uncertainties that are relevant to the expectation of the Company's continuity for the period of twelve months after the preparation of the report have been included in the Management Report

However, the Company cannot provide certainty that its business and financial strategic objectives will be realized or that its approach to internal control over financial reporting can prevent or detect all misstatements, errors, fraud or violation of law or regulations. Financial reporting over 2020 was based upon the best operational information available throughout the year and the Company makes a conscious effort at all times to weigh the potential impact of risk and the cost of control in a balanced manner.

With reference to section 5.25c paragraph 2, sub c of the Financial Markets Supervision Act (*Wet op het financieel toezicht*), the Management Board states that, to the best of its knowledge :

- The financial statements for 2020 give a true and fair view of the assets, liabilities, financial position and profit or loss of SBM Offshore and its consolidated companies.
- The Management Report gives a true and fair view of the position as per December 31, 2020 and that SBM Offshore's development during 2020 and that of its affiliated companies is included in the financial statements, together with a description of the principal risks facing SBM Offshore.

Schiphol, the Netherlands  
February 10, 2021

#### Management Board

Bruno Chabas, CEO  
Philippe Barril, COO  
Erik Lagendijk, CGCO  
Douglas Wood, CFO







# CHAPTER 4

## CORPORATE STATEMENTS 2020



## 4 CORPORATE STATEMENTS 2020

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## 4 CORPORATE STATEMENTS 2020

### 4.1 FINANCIAL REVIEW

#### 4.1.1 FINANCIAL OVERVIEW

in US\$ million	Directional		IFRS	
	FY 2020	FY 2019	FY 2020	FY 2019
<b>Revenue</b>	<b>2,368</b>	<b>2,171</b>	<b>3,496</b>	<b>3,391</b>
Lease and Operate	1,699	1,315	1,761	1,327
Turnkey	669	856	1,735	2,064
<b>Underlying Revenue</b>	<b>2,291</b>	<b>2,171</b>	<b>3,419</b>	<b>3,391</b>
Lease and Operate	1,622	1,315	1,684	1,327
Turnkey	669	856	1,735	2,064
<b>EBITDA<sup>1</sup></b>	<b>1,021</b>	<b>921</b>	<b>1,043</b>	<b>1,010</b>
Lease and Operate	1,108	842	1,007	783
Turnkey	(9)	53	114	290
Other	(78)	26	(78)	(63)
<b>Underlying EBITDA</b>	<b>944</b>	<b>832</b>	<b>966</b>	<b>1,010</b>
Lease and Operate	1,031	842	930	783
Turnkey	(9)	53	114	290
Other	(78)	(63)	(78)	(63)
<b>Profit/(loss) attributable to shareholders</b>	<b>38</b>	<b>235</b>	<b>191</b>	<b>366</b>
<b>Underlying profit attributable to shareholders</b>	<b>125</b>	<b>171</b>	<b>277</b>	<b>391</b>

<sup>1</sup> EBITDA, earnings (profit attributable to shareholders) excluding net financing costs, income tax expense, depreciation, amortization and impairment as well as share of profit/(loss) of equity-accounted investees

#### General

The Company's primary business segments are 'Lease and Operate' and 'Turnkey'. Additionally, the Company discloses separately non-allocated corporate income and expense items presented in category 'Other'. Revenue and EBITDA are analyzed by segment, but it should be recognized that business activities are closely related.

During recent years the Company's awarded lease contracts were systematically classified under IFRS as finance leases for accounting purposes, whereby the fair value of the leased asset is recorded as a Turnkey 'sale' during construction. For the Turnkey segment, this accounting treatment results in the acceleration of recognition of lease revenues and profits into the construction phase of the asset, whereas the asset generates the cash mainly only after construction and commissioning activities have been completed, as that is the moment the Company is entitled to start receiving the lease payments. In the case of an operating lease, lease revenues and profits are recognized during the lease period, in effect more closely tracking cash receipts. Following the implementation of accounting standards IFRS 10 and 11 starting January 1, 2014, it has also become challenging to extract the Company's proportionate share of results. To address these accounting issues, the Company discloses Directional reporting in addition to its IFRS reporting. Directional reporting treats all lease contracts as operating leases and consolidates all co-owned investees related to lease contracts on a proportional basis. Under Directional, the accounting results more closely track cash flow generation and this is the basis used by the Management Board of the Company to monitor performance and for business planning. Reference is made to 4.3.2 Operating Segments and Directional Reporting for further detail on the main principles of Directional reporting.

As the Management Board, as chief operating decision maker, monitors the operating results of its operating segments primarily based on Directional reporting, the financial information in this section 4.1 Financial Review is presented both under Directional and IFRS while the financial information presented in note 4.3.2 Operating Segments and Directional Reporting is presented under Directional with a reconciliation to IFRS. For clarity, the remainder of the financial statements are presented solely under IFRS, except where expressly stated.

#### 4.1.2 FINANCIAL HIGHLIGHTS

The main financial highlights of the year and their associated financial impact are reported in note 4.3.1 Financial Highlights.

## 4.1.3 FINANCIAL REVIEW DIRECTIONAL

in US\$ million	Directional	
	FY 2020	FY 2019
<b>Revenue</b>	<b>2,368</b>	<b>2,171</b>
Lease and Operate	1,699	1,315
Turnkey	669	856
<b>EBITDA</b>	<b>1,021</b>	<b>921</b>
Lease and Operate	1,108	842
Turnkey	(9)	53
Other	(78)	26
<b>Underlying EBITDA</b>	<b>944</b>	<b>832</b>
Lease and Operate	1,031	842
Turnkey	(9)	53
Other	(78)	(63)
<b>Profit/(loss) attributable to shareholders</b>	<b>38</b>	<b>235</b>
<b>Underlying profit attributable to shareholders</b>	<b>125</b>	<b>171</b>

in US\$ billion	Directional	
	FY 2020	FY 2019
Backlog	21.6	20.7

### UNDERLYING PERFORMANCE – DIRECTIONAL

Non-recurring items in 2020 impacted the Directional profit attributable to shareholders by US\$(87) million as follows:

- Accelerated Directional Revenue and EBITDA recognized for US\$77 million following the early redelivery of the Deep Panuke MOPU and the final settlement signed with the client in July 2020, which triggered the end of the lease period of the unit. Considering the associated depreciation of the vessel, this transaction only negligibly impacted the gross margin and the Directional profit attributable to shareholders.
- A full impairment of US\$(57) million of the SBM Installer installation vessel.
- Other impairments of US\$(29) million (individually not material) relating to: (i) partial impairment of two units and (ii) increased impairment loss on financial assets.

For additional information regarding impairments recognized refer to notes: 4.3.13 Property, Plant and Equipment and 4.3.8 Net Impairment Gains/(Losses) on Financial and Contract Assets.

For reference, non-recurring items for 2019 impacted the Directional profit attributable to shareholders by US\$65 million as follows:

- A US\$90 million impact on EBITDA related to the gain that arose on the acquisition of the minority ownership in five Brazilian FPSOs from Constellation on November 22, 2019. Refer to note 4.3.1 Financial Highlights for full detail on this transaction.
- A total impairment of US\$(25) million relating to two, individually not material, impairments of property, plant and equipment.

### BACKLOG – DIRECTIONAL

Change in ownership scenarios and lease contract duration have the potential to significantly impact the Company's future cash flows, net debt balance as well as the profit and loss statement. The Company therefore provides a pro-forma Directional backlog based on the best available information regarding ownership scenarios and lease contract duration for the various projects.

The pro-forma Directional backlog at the end of 2020 reflects the following key assumptions:

- The *Liza Destiny* (FPSO) contract covers 10 years of lease and operate. Based on previous discussions with the client, it was expected that the client would purchase the unit after a period of up to two years of operations, which as a result was reflected in previous pro-forma backlog at December 31, 2018 and 2019. Considering ongoing discussions with the client



## 4 CORPORATE STATEMENTS 2020

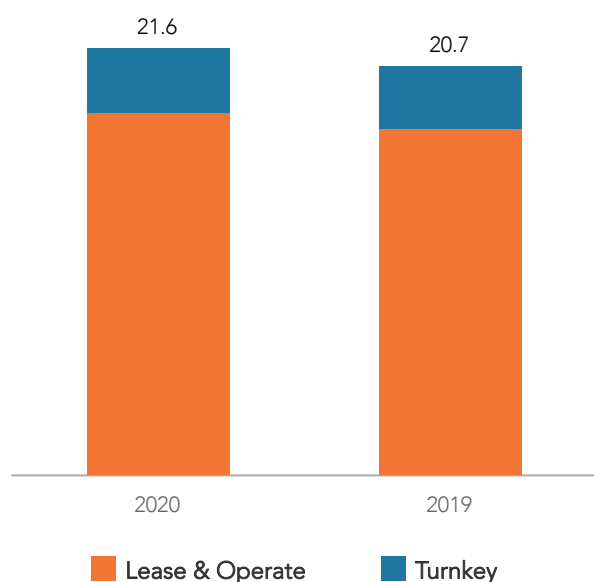
regarding lease and operations durations for FPSOs in Guyana, the current pro-forma backlog at December 31, 2020 was updated to reflect the basic contractual term of 10 years of lease and operate.

- The *Liza Unity* (FPSO) contract covers a maximum period of two years of lease and operate within which the unit will be purchased by the client. Normally, the Company would not yet take the operating and maintenance scope of this contract into account although it has been agreed in principle, pending a final work order. However, to be consistent with prior year and to better reflect the current reality, the pro-forma backlog set out below takes the operating and maintenance scope on *Liza Unity* (FPSO) into account. The impact of the sale of *Liza Unity* (FPSO) is reflected in the Turnkey backlog.
- The *FPSO Prosperity* contract awarded to the Company in October 2020 covers a period of up to two years, after which the FPSO ownership and operation will transfer to the client. The impact of the subsequent sale of *Prosperity* (FPSO) is reflected in the Turnkey backlog. Similar as for *Liza Unity* (FPSO), the operating and maintenance scope of this contract, which is pending a final work order, is taken into account in the pro-forma backlog. As reminder, the pro-forma backlog reported as at December 31, 2019, was limited to the value of the initial limited funds released to the Company to begin FEED activities and secure a Fast4Ward® hull.
- Discussions are ongoing with the client on the lease and operations durations for FPSOs in Guyana. The potential impact of these discussions has not been included in the backlog, as they have not yet been completed.

The pro-forma Directional backlog at the end of December 2020 increased by almost US\$1 billion to a total of US\$21.6 billion. This increase was mainly the result of (i) the awarded contracts for the next phase of the Payara development for the *Prosperity* (FPSO) project; (ii) the change in *Liza Destiny* (FPSO) assumptions to reflect the basic contractual term of 10 years of lease and operate and (iii) the five years' extension for the lease and operate contracts of the *FPSO Espirito Santo*. Turnover for the period consumed US\$2.4 billion of backlog.

in billions of US\$	Turnkey	Lease & Operate	Total
2021	0.5	1.5	2.0
2022	0.3	1.6	1.9
2023	0.1	1.6	1.7
Beyond 2023	2.4	13.6	16.0
<b>Total Backlog</b>	<b>3.3</b>	<b>18.3</b>	<b>21.6</b>

Pro-forma Directional Backlog (in billions of US\$)



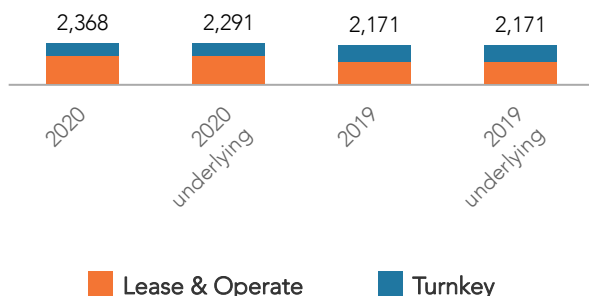
### PROFITABILITY – DIRECTIONAL

#### Revenue

Total Directional revenue increased by 9% to US\$2,368 million compared with US\$2,171 million in 2019, with the increase primarily attributable to an improvement in the Lease and Operate segment. The 2020 Directional revenue figure includes

non-recurring items of US\$77 million, while there were no non-recurring items impacting 2019 Directional Revenue (refer to the paragraph on Underlying Performance in this same section).

Revenue Directional (in millions of US\$)



Adjusted for this non-recurring item, underlying Directional revenue increased to US\$ 2,291 million in 2020 compared with US\$ 2,171 million in 2019. This variance is further detailed as follows by segment:

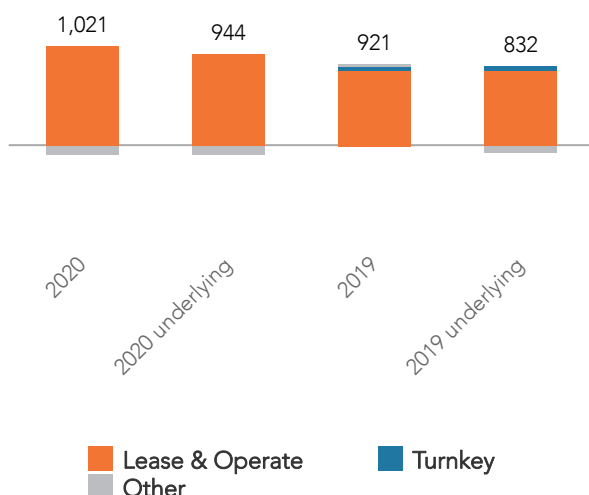
Underlying Directional Lease and Operate revenue was US\$1,622 million, versus US\$1,315 million in the prior period. This increase is mainly driven by (i) the *Liza Destiny* (FPSO) joining the fleet after achieving first oil at the end of 2019 and (ii) the Company's additional percentage of ownership in the Lease and Operate entities related to the five Brazilian FPSO's in which the Company purchased additional shares in the second half year of 2019. Lease and Operate revenue in 2020 represents 71% of total underlying Directional revenue contribution in 2020, up from a 61% contribution in 2019.

Underlying Directional Turnkey revenue decreased to US\$669 million, representing 29% of total underlying 2020 revenue. This compares with US\$856 million, or 39% of total revenue, in 2019. Despite a general ramp-up of Turnkey activities with three FPSO's under construction in 2020, the decrease is mostly attributable to the reduced level of activity on the Johan Castberg Turret Mooring System EPC project, which was nearing completion at the end of 2019. It should be noted that, under Directional reporting, the Liza Unity and Prosperity projects, which are 100% owned by the Company, are qualified as operating leases. As such, their contribution to the Turnkey revenue is limited to those upfront payments and variation orders directly paid by the client before the commencement of the lease.

### EBITDA

Directional EBITDA amounted to US\$1,021 million, representing an 11% increase compared with US\$921 million in 2019. The 2020 EBITDA figure includes a non-recurring item of US\$77 million, while 2019 Directional EBITDA includes non-recurring items totaling US\$90 million (refer to the paragraph on Underlying Performance in this same section).

EBITDA Directional (in millions of US\$)



## 4 CORPORATE STATEMENTS 2020

Adjusted for non-recurring items, Underlying Directional EBITDA increased to US\$944 million in 2020 compared with US\$832 million in 2019. This variance is further detailed as follows by segment:

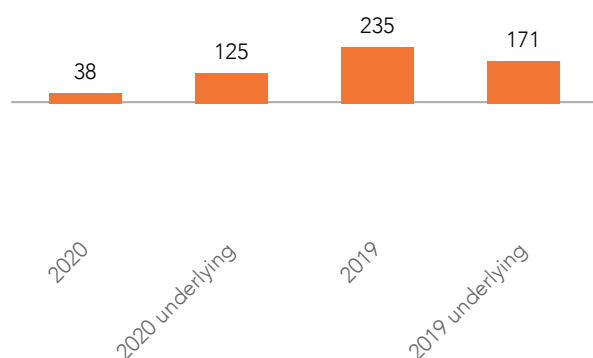
- Underlying Directional Lease and Operate EBITDA moved from US\$842 million in the year-ago period to US\$1,031 million in the current year period. This increase is supported by the same drivers as the increase in the Lease and Operate revenue. The incremental costs from the implementation of additional safety measures linked to COVID-19 have been partially recharged to clients under reimbursable contracts. Full year 2020 Underlying Directional Lease & Operate EBITDA margin remained stable at 64% (64% in 2019).
- Underlying Directional Turnkey EBITDA decreased from US\$53 million in the year-ago period to US\$(9) million in the current year. Although there was a high level of activity with three FPSO's under construction in 2020, this activity principally relates to Lease & Operate linked projects with therefore limited contribution to Turnkey EBITDA (as further explained below). While the reduced level of activity on the Johan Castberg Turret Mooring System EPC project was nearly offset by ramp-up on *FPSO Sepetiba*, the Turnkey EBITDA was impacted by US\$(40) million of restructuring costs as well as lower contribution from smaller product lines (Offshore Services/Terminals) during the current year. The Underlying Directional Turnkey EBITDA margin expressed as a percentage of Turnkey revenue stood at -1%, compared to 6% the year-ago period. The level of activity was sufficient to absorb structural costs of the segment and most of the restructuring costs.
- The other non-allocated costs charged to EBITDA increased from US\$(63) million in the year ago period to US\$(78) million in the current year. This mainly resulted from one-off legal and tax expenses and investment in the Company's digital initiatives.

It should be noted that the ongoing EPC works on *Liza Unity* (FPSO) and *Prosperity* (FPSO) did not contribute to Directional net income over the period. This is because the contracts are 100% owned by the Company and are classified as operating leases as per Directional accounting principles. The Company has determined that it is optimal from an operational and financial perspective to retain full ownership as opposed to partnering on these projects. Therefore, under the Company's Directional accounting policy, the revenue recognition on these projects is as follows:

- The Company does not recognize any revenue and margin during the Turnkey phase of the project unless defined invoicing (if any) to the client occurred during the construction phase to cover specific construction work and/or services performed before the commencement of the lease. These upfront payments are recognized as revenues and the costs associated with the related construction work and/or services are recognized as cost of sales with no margin during construction.
- The Company will book all revenue and margin associated to the lease and operate contracts for its 100% share in the Lease and Operate phase, in line with the cash flows, during the lease period.
- Upon transfer of the FPSO to the client, after reaching the end of the lease and operate period or upon exercising of the purchase option by the client, the Company will book all revenue and margin associated with the transfer in the Turnkey segment.

### Net income

Net Income Directional (in millions of US\$)



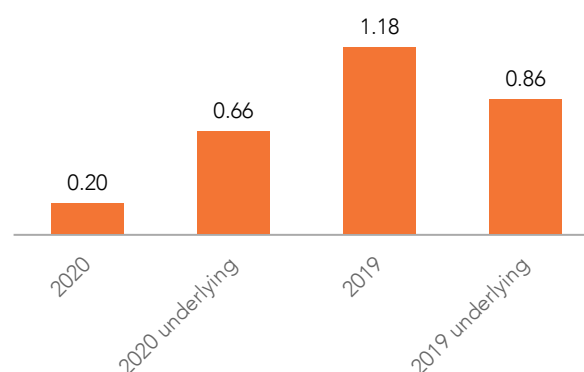
Underlying Directional depreciation, amortization and impairment increased by US\$125 million year-on-year primarily due to a US\$68 million *Liza Destiny* (FPSO) depreciation charge and US\$35 million additional depreciation following the purchase of additional shares in five Brazilian FPSOs completed in the second half of 2019.

Directional net financing costs totaled US\$(175) million in 2020, compared with US\$(142) million in the year-ago period, mainly reflecting the additional interest generated by the *Liza Destiny* (FPSO) project loan as well as additional interests following the purchase of additional shares in five Brazilian FPSOs completed in the second half of 2019.

The Directional effective tax rate increased to 53% versus 15% in the year-ago period mainly due various non-recurring items negatively impacting the decrease in profit before tax without having direct tax effects.

As a result, the Company recorded an Underlying Directional net profit of US\$125 million, or US\$0.66 per share, a 27% and 24% decrease respectively when compared with US\$171 million, or US\$0.86 per share, in the year-ago period. While the growth of the Lease and Operate segment was sufficient to absorb (i) the lower contribution from Turnkey projects, (ii) the higher investment in the Company's digital initiatives and (iii) the increased impairment in financial assets, this decrease of the Underlying Directional net profit mainly resulted from the US\$(46) million restructuring severance costs expensed in 2020 to adapt the Company's business model to an environment of shorter oil price cycles and increased volatility.

Weighted Average Earnings Per Share Directional (in US\$)



## STATEMENT OF FINANCIAL POSITION – DIRECTIONAL

in millions of US\$

	2020	2019
Total equity	858	1,179
Net debt <sup>1</sup>	4,093	3,460
Net cash	383	458
Total assets	7,894	7,414
Solvency ratio <sup>2</sup>	34.0	35.7

<sup>1</sup> Net debt is calculated as total borrowings (including lease liabilities) less cash and cash equivalents.

<sup>2</sup> Solvency ratio is calculated in accordance with the definition provided in section 4.3.24 Covenants

Shareholders' equity decreased by US\$321 million from US\$1,179 million at year-end 2019 to US\$858 million at year-end 2020, mostly due to the following items:

- Completion of the EUR150 million (US\$165 million) share repurchase program executed between February 13, 2020 and April 3, 2020;
- Dividend distributed to the shareholders for US\$150 million;
- Decrease of the hedging reserves by US\$58 million; and
- Positive net result of US\$39 million in 2020.

The movement in hedging reserve is mainly caused by the decrease of the marked-to-market value of the interest rate swaps due to declining market interest rates during the year. This was partially offset by the increased marked-to-market value of forward currency contracts mainly driven by the depreciation of the US\$ exchange rate versus the hedged currencies (especially EUR).

Net debt increased by US\$633 million to US\$4,093 million at year-end 2020. While the Lease and Operate segment continues to generate strong operating cash flow, the Company drew under the project loan facilities of *Liza Destiny* (FPSO) and *Liza Unity* (FPSO) as well as under the bridge loan secured for *FPSO Sepetiba* to fund continued investment in growth.

The majority of the Company's debt as of December 31, 2020 consisted of non-recourse project financing (US\$3.1 billion) in special purpose investees. The remainder (US\$1.3 billion) comprised of borrowings to support the construction of *Liza Unity* (FPSO) and *FPSO Sepetiba* and the loan related to the DSCV SBM Installer. The Company's Revolving Credit Facility (RCF)

## 4 CORPORATE STATEMENTS 2020

was undrawn at year-end and the net cash balance stood at US\$383 million (December 31, 2019: US\$458 million). Lease liabilities totaled US\$71 million (December 31, 2019: US\$173 million).

Total assets increased to US\$7.9 billion as of December 31, 2020, compared with US\$7.4 billion at year-end 2019 with the investments in property, plant and equipment (mainly *Liza Unity* (FPSO), *Prosperity* (FPSO) and *FPSO Sepetiba*) and in Multi-purpose hulls presented within the inventories of the Company.

The relevant covenants (solvency ratio and interest cover ratio) applicable for the Company's RCF, undrawn as at year-end 2020, were all met at December 31, 2020. In line with previous years, the Company had no off-balance sheet financing.

The Company's financial position has remained strong as a result of the cash flow generated by the fleet and the successful adaptation of the Turnkey segment to a more competitive and unpredictable market.

## CASH FLOW / LIQUIDITIES – DIRECTIONAL

Cash and undrawn committed credit facilities amount to US\$1,681million at December 31, 2020, of which US\$173 million is considered as pledged to specific project debt servicing or otherwise restricted in its utilization and US\$298 million comprises a project loan dedicated to *Liza Unity* (FPSO).

The consolidated cash flow statement under Directional reporting is as follows:

in millions of US\$	2020	2019
<b>EBITDA</b>	<b>1,021</b>	<b>921</b>
<b>Adjustments for non-cash and investing items</b>		
Addition/(release) provision	25	2
(Gain)/loss on disposal of property, plant and equipment	1	(0)
(Gain) / loss on acquisition of shares in investees	(1)	(90) <sup>1</sup>
Share-based payments	26	17
<b>Changes in operating assets and liabilities</b>		
(Increase)/Decrease in operating receivables	(227)	(130)
Movement in construction work-in-progress / contract liability	24	(50)
(Increase)/Decrease in inventories	(134) <sup>2</sup>	(3)
Increase/(Decrease) in operating liabilities	11	(230) <sup>3</sup>
Income taxes paid	(51)	(35)
<b>Net cash flows from (used in) operating activities</b>	<b>696</b>	<b>401</b>
Capital expenditures	(871)	(764)
(Addition) / repayments of funding loans	3	85
Cash receipts from sale of investments in joint-ventures	28 <sup>4</sup>	-
Other investing activities	4	(118) <sup>5</sup>
<b>Net cash flows from (used in) investing activities</b>	<b>(837)</b>	<b>(796)</b>
Additions and repayments of borrowings and lease liabilities	534	627
Dividends paid to shareholders	(150)	(74)
Share repurchase program	(165)	(196)
Interest paid	(155)	(150)
<b>Net cash flows from (used in) financing activities</b>	<b>62</b>	<b>207</b>
Foreign currency variations	5	(10)
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(74)</b>	<b>(198)</b>

1 The amount of US\$90 million represents the gain on the purchase of shares in FPSO Cidade de Paraty, FPSO Cidade de Ilhabela, FPSO Cidade de Saquarema, FPSO Cidade de Marica and FPSO Capixaba.

2 Mainly includes investment in two Fast4Ward® hulls.

3 Includes (i) US\$(21) million payment for the settlement with Brazilian authorities and Petrobras and (ii) US\$(181) million payment to Repsol for shared insurance proceeds.

4 Relates to the transfer of shares to JV partners (refer to 4.3.32)

5 Includes US\$149 million payment for the purchase of shares in FPSO Cidade de Paraty, FPSO Cidade de Ilhabela, FPSO Cidade de Saquarema, FPSO Cidade de Marica and FPSO Capixaba.

The strong operating cash flows and drawdowns on project and bridge loans have, together with some of the Company's existing cash, primarily been used to:

- Invest in the *Liza Unity* (FPSO), *Prosperity* (FPSO) and *FPSO Sepetiba* projects;
- Return funds to the shareholders through dividend and the completed share repurchase program; and
- Serve the Company's non-recourse debt and interests in accordance with the respective repayment schedules.

As a result, cash and cash equivalents decreased from US\$458 million at year end 2019 to US\$383 million at year-end 2020.

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### 4.1.4 FINANCIAL REVIEW IFRS

in US\$ million	IFRS	
	FY 2020	FY 2019
<b>Revenue</b>	<b>3,496</b>	<b>3,391</b>
Lease and Operate	1,761	1,327
Turnkey	1,735	2,064
<b>EBITDA</b>	<b>1,043</b>	<b>1,010</b>
Lease and Operate	1,007	783
Turnkey	114	290
Other	(78)	(63)
<b>Underlying EBITDA</b>	<b>966</b>	<b>1,010</b>
Lease and Operate	930	783
Turnkey	114	290
Other	(78)	(63)
<b>Profit/(loss) attributable to shareholders</b>	<b>191</b>	<b>366</b>
<b>Underlying profit attributable to shareholders</b>	<b>277</b>	<b>391</b>

#### UNDERLYING PERFORMANCE

Note that, in 2020, all non-recurring items described in note 4.1.3 Financial Review Directional have the same impact on the profit attributable to shareholders under IFRS and Directional reporting: for a total of US\$(87) million.

For reference, non-recurring items for 2019 impacted the IFRS profit attributable to shareholders by US\$(25) million.

#### PROFITABILITY

##### Revenue

Total Underlying IFRS revenue increased by 1% to US\$3,419 million compared with US\$3,391 million in 2019.

This increase was driven by the Lease and Operate segment with (i) *Liza Destiny* (FPSO) joining the fleet after achieving first oil at the end of 2019 and (ii) the extension of the *FPSO Espirito Santo* lease contract for a period of 5 years from 2023 to 2028. As a result of the revised terms and conditions as per the new Time Charter and Operate & Maintenance agreements, the new agreements had to be accounted for as a finance lease, while the previous arrangements were accounted as an operating lease. Due to the finance lease classification, the Company has accounted for an amount of US\$249 million in revenue. Please refer to note 4.3.15 Finance Lease Receivables.

Underlying IFRS Turnkey revenue decreased by 16% to US\$1,735 million compared to US\$2,064 million in the year-ago period. Despite three FPSO's under construction in 2020, the decrease is mostly attributable to: (i) reduced level of activity on Johan Castberg Turret Mooring System EPC project which was nearing completion at the end of 2019; (ii) the completion stage having been reached by the *Liza Destiny* (FPSO) in 2019; (iii) reduced level of activity on the *Liza Unity* project and (iv) lower contribution from smaller product lines. This was partially offset by the higher level of activity on the *FPSO Sepetiba* construction project.

##### EBITDA

Underlying EBITDA amounted to US\$966 million, representing a 4% decrease compared with Underlying EBITDA of US\$1,010 million in the year-ago period, mainly driven by an increase of the Lease and Operate segment offset by a decrease in the Turnkey segment both impacted by the same drivers as the changes in IFRS Revenue. Underlying EBITDA was also impacted by the following items:

- The Company entered in December 2020 into a new arrangement, accounted for as a finance lease under IFRS, with its client on the *FPSO Espirito Santo*. The impact of the transaction was an increase of US\$123 million in the Company's EBITDA in the Lease & Operate segment. Please refer to note 4.3.15 Finance Lease Receivables;
- US\$(46) million of severance costs during the current year associated with the restructuring plans completed over 2020.

Note that contrary to Directional Reporting, the Company's additional percentage of ownership in the Lease and Operate entities related to the five Brazilian FPSO's following the purchase of additional shares completed in the second half year of



2019 had no impact on IFRS revenue and EBITDA (these entities being subsidiaries consolidated using the full consolidation method as per IFRS 10).

In contrast to Directional, it should also be noted that the construction of *Liza Unity* (FPSO) contributed to both IFRS Turnkey revenue and gross margin over the period. This is because this contract is classified as finance lease as per IFRS 16 and is therefore accounted for as if it were a sale under IFRS. The same treatment applied to the construction of *Prosperity* (FPSO) under IFRS, except that revenue recognition on this project was limited to cost incurred over the period given the Company policy of not recognizing margin before it could be estimated reliably thanks to substantial progress in engineering activity and the completion of an independent project review mitigating uncertainties related to the cost at completion. With respect to the construction of *FPSO Sepetiba*, it fully contributed to both IFRS Turnkey revenue and gross margin over the period. This is because this contract is classified as finance lease and is therefore accounted for as if it was a sale as per IFRS 16 while under directional only the portion of sale to partners in the special purpose entity is recognized.

### Net income

Excluding non-recurring items, 2020 underlying consolidated IFRS net income attributable to shareholders stood at US\$277 million, a decrease of US\$114 million from the previous year. While the growth of the Lease and Operate segment was almost sufficient to absorb the lower contribution from Turnkey projects, the decrease of the Underlying IFRS net profit mainly resulted from (i) restructuring severance costs expensed in 2020 to adapt the Company's business model to an environment of shorter oil price cycles and increased volatility, (ii) reduced share profits in associates and (iii) higher investment in the Company's digital initiatives.

### STATEMENT OF FINANCIAL POSITION

in millions of US\$	2020	2019	2018	2017	2016
Total equity	3,462	3,613	3,612	3,559	3,513
Net debt <sup>1</sup>	5,209	4,416	3,818	4,613	5,216
Net cash	414	506	718	957	904
Total assets	11,085	10,287	9,992	11,007	11,488

<sup>1</sup> Net debt is calculated as total borrowings (including lease liabilities) less cash and cash equivalents.

Total equity decreased from US\$3,613 million at December 31, 2019 to US\$3,462 million with the positive result over the current year period being more than offset by:

- The completion of the EUR150 million (US\$165 million) share repurchase program executed between February 13, 2020 and April 3, 2020;
- Dividends distributed to the shareholders and non-controlling interests (US\$233 million); and
- A decrease of the hedging reserves (US\$98 million). The movement in hedging reserve is mainly caused by the decrease of the marked-to-market value of the interest rate swaps due to declining market interest rates during the year. This was partially offset by the increase of the marked-to-market value of forward currency contracts, mainly driven by the depreciation of the US\$ exchange rate versus the hedged currencies (especially EUR).

Net debt increased by US\$793 million to US\$5,209 million at year-end 2020. While the Lease and Operate segment continues to generate strong operating cash flow, the Company drew under the project loan facilities of *Liza Destiny* (FPSO) and *Liza Unity* (FPSO) as well as under the bridge loan secured for *FPSO Sepetiba* to fund continued investment in growth.

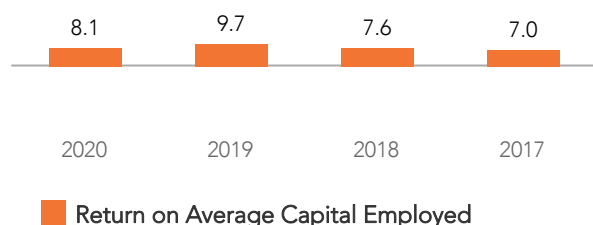
The majority of the Company's debt as of December 31, 2020 consisted of non-recourse project financing (US\$4 billion) in special purpose investees. The remainder (US\$1.5 billion) comprised of borrowings to support the construction of *Liza Unity* (FPSO) and *FPSO Sepetiba* as well as the loan related to the DSCV SBM Installer. The Revolving Credit Facility (RCF) was undrawn at year-end and the net cash balance stood at US\$414 million (December 31, 2019: US\$506 million). Lease liabilities totaled US\$71 million as of December 31, 2020.

Total assets increased to US\$11.1 billion as of December 31, 2020, compared with US\$10.3 billion at year-end 2019 with the investments in *Liza Unity* (FPSO), *Prosperity* (FPSO) and *FPSO Sepetiba* being partially offset by a reduction of the gross amount of the finance lease receivable in line with the repayment schedule as well as by regular depreciation and non-recurring impairments of property, plant and equipment.

## 4 CORPORATE STATEMENTS 2020

### RETURN ON AVERAGE CAPITAL EMPLOYED

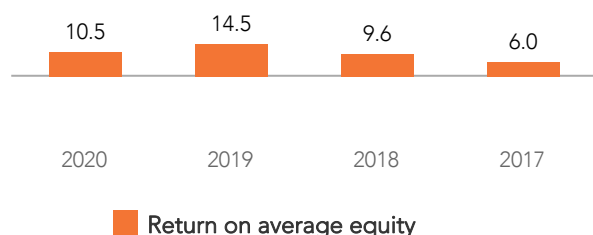
Return on average capital employed (ROACE) is a measure of the return generated on capital invested in the Company. The measure provides a guide for long-term value creation by the Company. ROACE is calculated as Underlying EBIT divided by the annual average of: i) total equity, ii) total borrowings and lease liabilities, iii) non-current provisions and iv) deferred tax liabilities minus the cash and cash equivalents.



2020 ROACE stood at 8.1%, which is in line with the past three-year average of 8.1%.

### RETURN ON AVERAGE EQUITY

Return on average equity (ROAE) measures the performance of the Company based on the average equity attributable to the shareholders of the parent company. ROAE is calculated as Underlying profit attributable to shareholders divided by the annual average of equity attributable to shareholders of the parent company.



2020 ROAE stood at 10.5%, which is in line with the past three-year average of 10.0%.

### 4.1.5 OUTLOOK AND GUIDANCE

The challenges seen in 2020 will undoubtedly continue in 2021. Clients are restructuring and have cut their budgets significantly. However strong fundamentals of deepwater projects in quality resource areas allow these to rank favorably in capital allocation. The investments made over many years to transform the Company for the future underpinned by the cashflow foundation of the long-term backlog leave the company well positioned to deliver its strategy, notwithstanding the continued challenges associated with the pandemic.

The Company's 2021 Directional revenue guidance is around US\$2.6 billion, of which around US\$1.6 billion is expected from the Lease and Operate segment and around US\$1 billion from the Turnkey segment. Directional 2021 EBITDA guidance is around US\$900 million for the Company.

This guidance includes Directional revenues and EBITDA of US\$77 million related to the expected cash receipts in 2021 from the Deep Panuke contract, which were both excluded from the 2020 outlook and underlying results. It also considers the currently foreseen COVID-19 impacts on projects and fleet operations. The Company highlights that the direct and indirect impact of the pandemic could continue to have a material impact on the Company's business and results and the realization of the guidance for 2021.

4.2 CONSOLIDATED FINANCIAL STATEMENTS



## 4 CORPORATE STATEMENTS 2020

### 4.2.1 CONSOLIDATED INCOME STATEMENT

in millions of US\$	<i>Notes</i>	2020	2019
Revenue from contracts with customers		2,992	2,915
Interest revenue from finance lease calculated using the effective interest method		504	476
<b>Total revenue</b>	<b>4.3.2/4.3.3</b>	<b>3,496</b>	<b>3,391</b>
Cost of sales	4.3.5	(2,607)	(2,457)
<b>Gross margin</b>		<b>889</b>	<b>934</b>
Other operating income/(expense)	4.3.4/4.3.5	(53)	5
Selling and marketing expenses	4.3.5	(40)	(48)
General and administrative expenses	4.3.5	(143)	(128)
Research and development expenses	4.3.5/4.3.7	(24)	(24)
Net impairment gains/(losses) on financial and contract assets	4.3.5/4.3.8	(24)	3
<b>Operating profit/(loss) (EBIT)</b>		<b>605</b>	<b>742</b>
Financial income	4.3.9	9	31
Financial expenses	4.3.9	(265)	(274)
<b>Net financing costs</b>		<b>(257)</b>	<b>(243)</b>
Share of profit/(loss) of equity-accounted investees	4.3.31	17	43
<b>Profit/(loss) before income tax</b>		<b>366</b>	<b>542</b>
Income tax expense	4.3.10	(38)	(31)
<b>Profit/(loss)</b>		<b>327</b>	<b>511</b>
Attributable to shareholders of the parent company		191	366
Attributable to non-controlling interests	4.3.32	137	145
<b>Profit/(loss)</b>		<b>327</b>	<b>511</b>
Earnings/(loss) per share			
	<i>Notes</i>	2020	2019
Weighted average number of shares outstanding	4.3.11	189,810,371	198,574,975
Basic earnings/(loss) per share in US\$	4.3.11	1.00	1.84
Fully diluted earnings/(loss) per share in US\$	4.3.11	1.00	1.84

## 4.2.2 CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

in millions of US\$

	2020	2019
<b>Profit/(loss) for the period</b>	<b>327</b>	<b>511</b>
Cash flow hedges	(98)	(142)
Deferred tax on cash flow hedges	-	-
Foreign currency variations	(7)	(23)
<b>Items that are or may be reclassified to profit or loss</b>	<b>(105)</b>	<b>(165)</b>
Remeasurements of defined benefit liabilities	(3)	1
Deferred tax on remeasurement of defined benefit liabilities	-	-
<b>Items that will never be reclassified to profit or loss</b>	<b>(3)</b>	<b>1</b>
<b>Other comprehensive income/(expense) for the period, net of tax</b>	<b>(107)</b>	<b>(164)</b>
<b>Total comprehensive income/(expense) for the period, net of tax</b>	<b>220</b>	<b>347</b>
Of which		
- on controlled entities	211	308
- on equity-accounted entities	9	39
Attributable to shareholders of the parent company	123	248
Attributable to non-controlling interests	97	98
<b>Total comprehensive income/(expense) for the period, net of tax</b>	<b>220</b>	<b>347</b>

## 4 CORPORATE STATEMENTS 2020

### 4.2.3 CONSOLIDATED STATEMENT OF FINANCIAL POSITION

in millions of US\$	<i>Notes</i>	31 December 2020	31 December 2019
<b>ASSETS</b>			
Property, plant and equipment	4.3.13	542	1,005
Intangible assets	4.3.14	50	23
Investment in associates and joint ventures	4.3.31	282	325
Finance lease receivables	4.3.15	6,171	6,407
Other financial assets	4.3.16	114	104
Deferred tax assets	4.3.17	46	22
Derivative financial instruments	4.3.21	38	5
<b>Total non-current assets</b>		<b>7,243</b>	<b>7,891</b>
Inventories	4.3.18	143	8
Finance lease receivables	4.3.15	317	287
Trade and other receivables	4.3.19	614	573
Income tax receivables		7	11
Construction work-in-progress	4.3.20	2,248	973
Derivative financial instruments	4.3.21	99	37
Cash and cash equivalents	4.3.22	414	506
Assets held for sale		0	1
<b>Total current assets</b>		<b>3,842</b>	<b>2,396</b>
<b>TOTAL ASSETS</b>		<b>11,085</b>	<b>10,287</b>
<b>EQUITY AND LIABILITIES</b>			
Issued share capital		58	56
Share premium reserve		1,034	1,034
Treasury shares		(51)	(46)
Retained earnings		1,811	1,942
Other reserves	4.3.23	(296)	(238)
<b>Equity attributable to shareholders of the parent company</b>		<b>2,556</b>	<b>2,748</b>
Non-controlling interests	4.3.32	905	865
<b>Total Equity</b>		<b>3,462</b>	<b>3,613</b>
Borrowings and lease liabilities	4.3.24	4,386	4,309
Provisions	4.3.26	248	165
Deferred income	4.3.25	0	150
Deferred tax liabilities	4.3.17	37	23
Derivative financial instruments	4.3.21	277	156
Other non-current liabilities	4.3.27	101	123
<b>Total non-current liabilities</b>		<b>5,050</b>	<b>4,926</b>
Borrowings and lease liabilities	4.3.24	1,236	612
Provisions	4.3.26	128	118
Trade and other payables	4.3.27	1,033	896
Income tax payables		43	37
Derivative financial instruments	4.3.21	134	85
<b>Total current liabilities</b>		<b>2,574</b>	<b>1,748</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>11,085</b>	<b>10,287</b>

## 4.2.4 CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

in millions of US\$	Notes	Issued share capital	Share premium reserve	Treasury shares	Retained earnings	Other reserves	Attributable to shareholders	Non- controlling interests	Total Equity
<b>At 1 January 2020</b>		<b>56</b>	<b>1,034</b>	<b>(46)</b>	<b>1,942</b>	<b>(238)</b>	<b>2,748</b>	<b>865</b>	<b>3,613</b>
Profit/(loss) for the period		-	-	-	191	-	191	137	327
Foreign currency translation		5	-	(10)	0	(2)	(7)	0	(7)
Remeasurements of defined benefit provisions		-	-	-	-	(3)	(3)	-	(3)
Cash flow hedges		-	-	-	-	(58)	(58)	(40)	(98)
<b>Total comprehensive income for the period</b>		<b>5</b>	<b>-</b>	<b>(10)</b>	<b>191</b>	<b>(62)</b>	<b>123</b>	<b>97</b>	<b>220</b>
IFRS 2 vesting cost of share based payments		-	-	-	-	20	20	-	20
Re-issuance treasury shares on the share based scheme		-	-	22	(4)	(16)	3	-	3
Purchase of treasury shares		-	-	(165)	-	-	(165)	-	(165)
Share cancellation	4.3.23	(3)	-	148	(145)	-	0	-	0
Cash dividend		-	-	-	(150)	-	(150)	(83)	(233)
Equity repayment	4.3.32	-	-	-	-	-	-	(23)	(23)
Transaction with non-controlling interests	4.3.32	-	-	-	(22)	-	(22)	51	28
<b>At 31 December 2020</b>		<b>58</b>	<b>1,034</b>	<b>(51)</b>	<b>1,811</b>	<b>(296)</b>	<b>2,556</b>	<b>905</b>	<b>3,462</b>

in millions of US\$	Notes	Issued share capital	Share premium reserve	Treasury shares	Retained earnings	Other reserves	Attributable to shareholders	Non- controlling interests	Total Equity
<b>At 1 January 2019</b>		<b>59</b>	<b>1,163</b>	<b>(14)</b>	<b>1,533</b>	<b>(108)</b>	<b>2,634</b>	<b>978</b>	<b>3,612</b>
Profit/(loss) for the period		-	-	-	366	-	366	145	511
Foreign currency translation		(1)	-	0	-	(22)	(23)	0	(23)
Remeasurements of defined benefit provisions		-	-	-	-	1	1	-	1
Cash flow hedges		-	-	-	-	(96)	(96)	(47)	(142)
<b>Total comprehensive income for the period</b>		<b>(1)</b>	<b>-</b>	<b>0</b>	<b>366</b>	<b>(117)</b>	<b>249</b>	<b>98</b>	<b>347</b>
IFRS 2 vesting cost of share based payments		-	-	-	-	17	17	-	17
Re-issuance treasury shares on the share based scheme		0	-	32	(4)	(21)	7	-	7
Purchase of treasury shares		-	-	(196)	-	-	(196)	-	(196)
Share cancellation		(2)	(130)	132	-	-	-	-	-
Cash dividend		-	-	-	(75)	-	(75)	(25)	(100)
Equity repayment		-	-	-	-	-	-	(13)	(13)
Transaction with non-controlling interests	4.3.32 / 4.3.23	(0)	-	-	120	(10)	111	(174)	(63)
Other		-	-	-	-	-	-	-	-
<b>At 31 December 2019</b>		<b>56</b>	<b>1,034</b>	<b>(46)</b>	<b>1,942</b>	<b>(238)</b>	<b>2,747</b>	<b>865</b>	<b>3,613</b>



## 4 CORPORATE STATEMENTS 2020

### 4.2.5 CONSOLIDATED CASH FLOW STATEMENT

in millions of US\$	Notes	2020	2019
<b>Cash flow from operating activities</b>			
<b>Profit/(loss) before income tax</b>		<b>366</b>	<b>542</b>
<b>Adjustments to reconcile profit before taxation to net cash flows:</b>			
Depreciation and amortization		320	243
Impairment		117	27
Net financing costs		258	254
Share net income of associates and joint ventures		(17)	(43)
Share based compensation		27	17
Other adjustments for non-cash items	4.3.15	(123)	-
(Increase)/Decrease in working capital:			
- (Increase)/Decrease Trade and other receivables		(166)	(39)
- (Increase)/Decrease Construction work in progress		(1,258)	(1,176)
- (Increase)/Decrease Inventories		(135)	(3)
- Increase/(Decrease) Trade and other payables		134	(46)
Increase/(Decrease) Other provisions	4.3.26	103	(165)
Reimbursement finance lease assets		288	197
Income taxes paid		(42)	(29)
<b>Net cash flows from (used in) operating activities</b>		<b>(128)</b>	<b>(220)</b>
<b>Cash flow from investing activities</b>			
Investment in property, plant and equipment	4.3.13	(41)	(30)
Investment in intangible assets	4.3.14	(29)	(9)
Additions to funding loans	4.3.16	(15)	(0)
Redemption of funding loans	4.3.16	20	175
Interest received		5	8
Dividends received from equity-accounted investees		44	139
Proceeds from disposal of financial assets and other assets		(0)	(0)
<b>Net cash flows from (used in) investing activities</b>		<b>(17)</b>	<b>282</b>
<b>Cash flow from financing activities</b>			
Equity repayment to partners	4.3.32	(23)	82
Additions to borrowings and loans	4.3.24	1,290	1,389
Repayments of borrowings and lease liabilities	4.3.24	(617)	(1,039)
Dividends paid to shareholders and non-controlling interests		(233)	(108)
Payments to non-controlling interests for change in ownership	4.3.32	28	(149)
Share repurchase program		(165)	(196)
Interest paid		(228)	(244)
<b>Net cash flows from (used in) financing activities</b>		<b>50</b>	<b>(264)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(95)</b>	<b>(202)</b>
Net cash and cash equivalents as at 1 January		506	718
Net increase/(decrease) in net cash and cash equivalents		(95)	(202)
Foreign currency variations		5	(9)
<b>Net cash and cash equivalents as at 31 December</b>		<b>414</b>	<b>506</b>

The reconciliation of the net cash and cash equivalents as at 31 December with the corresponding amounts in the statement of financial position is as follows:

#### Reconciliation of net cash and cash equivalents as at 31 December

in millions of US\$	31 December 2020	31 December 2019
Cash and cash equivalents	414	506
<b>Net cash and cash equivalents</b>	<b>414</b>	<b>506</b>

## 4.2.6 GENERAL INFORMATION

SBM Offshore N.V. has its registered office in Amsterdam, the Netherlands and is located at Evert van de Beekstraat 1-77, 1118 CL in Schiphol, the Netherlands. SBM Offshore N.V. is the holding company of a group of international marine technology-oriented companies. The Company globally serves the offshore energy industry by supplying engineered products, vessels and systems, as well as offshore energy production services.

The Company is registered at the Dutch Chamber of Commerce under number 24233482 and is listed on the Euronext Amsterdam stock exchange.

The consolidated financial statements for the year ended December 31, 2020 comprise the financial statements of SBM Offshore N.V., its subsidiaries and interests in associates and joint ventures (together referred to as 'the Company'). They are presented in millions of US dollars, except when otherwise indicated. Figures may not add up due to rounding.

The consolidated financial statements were authorized for issue by the Supervisory Board on February 10, 2021.

## 4.2.7 ACCOUNTING PRINCIPLES

### A. ACCOUNTING FRAMEWORK

The consolidated financial statements of the Company have been prepared in accordance with, and comply with International Financial Reporting Standards ('IFRS') and interpretations adopted by the European Union, where effective, for financial years beginning January 1, 2020 and also comply with the financial reporting requirements included in Part 9 of Book 2 of the Dutch Civil Code.

The Company financial statements included in section 4.4 are part of the 2020 financial statements of SBM Offshore N.V.

### NEW STANDARDS, AMENDMENTS AND INTERPRETATIONS APPLICABLE AS OF JANUARY 1, 2020

The Company has adopted the following new standards as of January 1, 2020:

- Amendments to IFRS 3 – 'Definition of a Business';
- Amendments to IFRS 7, IFRS 9 and IAS 39 – 'Interest Rate Benchmark Reform';
- Amendments to IAS 1 and IAS 8 – 'Definition of Material';
- Amendment to IFRS 16 Leases – 'COVID-19-Related Rent Concessions'; and
- Revised Conceptual Framework for Financial Reporting.

#### IFRS 3 – Definition of a Business

The amendment to IFRS 3 clarifies that to be considered a business, an integrated set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create output. Furthermore, it clarified that a business can exist without including all of the inputs and processes needed to create outputs.

The amendments had no impact on the consolidated financial statements of the Company for the year ended December 31, 2020.

#### IFRS 7, IFRS 9 and IAS 39 – Interest Rate Benchmark Reform

The amendments to IFRS 7 – Financial Instruments: Disclosures, IFRS 9 – Financial Instruments and IAS 39 – Financial Instruments: Recognition and Measurement provide a number of reliefs, which apply to all hedging relationships that are directly affected by interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainties about the timing and or amount of benchmark-based cash flows of the hedged item or the hedging instrument.

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The adoption of the amendments had no accounting impact on the financial statements for the year ended December 31, 2020.

### **IAS 1 and IAS 8 – Definition of Material**

The amendments provide a new definition of material that states 'information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity'.

The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users.

These amendments had no impact on the consolidated financial statements for the year ended December 31, 2020.

### **IFRS 16 - COVID-19-Related Rent Concessions**

The amendment to IFRS 16 permits lessees, as a practical expedient, not to assess whether particular rent concessions occurring as a direct consequence of the COVID-19 pandemic are lease modifications and instead to account for those rent concessions as if they are not lease modifications. The amendment does not affect lessors.

This amendment had no impact on the consolidated financial statements for the year ended December 31, 2020.

### **Revised Conceptual Framework for Financial Reporting**

The Conceptual Framework is not a standard, and none of the concepts contained therein override the concepts or requirements in any standard. The purpose of the Conceptual Framework is to assist the International Accounting Standards Board ('IASB') in developing standards, to help preparers develop consistent accounting policies where there is no applicable standard in place and to assist all parties to understand and interpret the standards.

The Revised Conceptual Framework includes some new concepts, provides updated definitions and recognition criteria for assets and liabilities and clarifies some important concepts. These amendments had no impact on the consolidated financial statements of the Company for the year ended December 31, 2020.

## **STANDARDS AND INTERPRETATIONS NOT MANDATORILY APPLICABLE TO THE COMPANY AS OF JANUARY 1, 2020**

The following standards and amendments published by the IASB and endorsed by the European Union are not mandatorily applicable as of January 1, 2020:

- Amendments to IAS 1 – 'Presentation of Financial Statements: Classification of Liabilities as Current or Non-current';
- Amendments to IFRS 3 – 'Reference to the Conceptual Framework for Financial Reporting';
- Amendments to IAS 16 – 'Property, Plant and Equipment - Proceeds before Intended Use';
- Amendments to IAS 37 – 'Onerous Contracts - Cost of Fulfilling a Contract';
- Annual Improvements to IFRS Standards 2018-2020.

The Company does not expect a significant effect on the financial statements due to adoption of these amendments. Other standards and amendments are not relevant to the Company.

## **B. CRITICAL ACCOUNTING POLICIES**

Critical accounting policies involving a high degree of judgement or complexity, or areas where assumptions and estimates are material, are disclosed in the paragraphs below.

### **(a) Use of estimates and judgement**

When preparing the financial statements, it is necessary for the Management of the Company to make estimates and certain assumptions that can influence the valuation of the assets and liabilities and the outcome of the income statement. The actual outcome may differ from these estimates and assumptions, due to changes in facts and circumstances. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable.

**Estimates:**

Significant areas of estimation and uncertainty in applying accounting policies that have the most significant impact on amounts recognized in the financial statements are:

*The measurement and recognition of revenues on construction contracts based on the input method:*

Revenue of the Company is measured and recognized based on the input method (i.e. costs incurred). Costs and revenue at completion are reviewed periodically throughout the life of the contract. This requires a large number of estimates, especially of the total expected costs at completion, due to the complex nature of the Company's construction contracts. Judgement is also required for the accounting of contract modifications and claims from clients where negotiations or discussions are at a sufficiently advanced stage. Costs and revenue (and the resulting gross margin) at completion reflect, at each reporting period, the Management's current best estimate of the probable future benefits and obligations associated with the contract. The policy for measurement of transaction price including variable considerations (i.e. claims, performance-based incentives) is included below in the point (d) Revenue.

In case a contract meets the definition of an onerous contract as per IAS 37, provisions for anticipated losses are made in full in the period in which they become known.

*Impairments:*

Assumptions and estimates used in the discounted cash flow model and the adjusted net present value model to determine the value in use of assets or group of assets (e.g. discount rates, residual values and business plans) are subject to uncertainty. There is a possibility that changes in circumstances or in market conditions could impact the recoverable amount of the asset or group of assets.

*The anticipated useful life of the leased facilities under an operating lease:*

Management uses its experience to estimate the remaining useful life of an asset. The actual useful life of an asset may be impacted by an unexpected event that may result in an adjustment to the carrying amount of the asset.

*Uncertain income tax treatment:*

The Company is subject to income taxes in multiple jurisdictions. Significant judgement is required in determining the Company's overall income tax liability. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Company takes into account the following considerations when determining the liabilities related to uncertain income tax treatment:

- When necessary the Company engages with local tax advisers which provide advice on the expected view of tax authorities on the treatment of judgmental areas of income tax;
- The Company considers any changes in tax legislation and knowledge built based on prior cases to make an estimate/ judgement on whether or not to provide for any tax payable; and
- The Company takes into account any dispute resolutions, case law and discussions between peer companies and the tax authorities on similar cases over an uncertain tax treatment.

The Company consistently monitors each issue around uncertain income tax treatments across the group in order to ensure that the Company applies sufficient judgement to the resolution of tax disputes that might arise from examination by relevant tax authorities of the Company's tax position.

The Company recognizes liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. The income tax liabilities include any penalties and interest that could be associated with a tax audit issue. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will influence the income tax and deferred tax provisions in the period in which such determination is made.

*The Company's exposure to litigation and non-compliance:*

The Company identifies and provides analysis on a regular basis of current litigation and measures, when necessary, provisions based on its best estimate of the expenditure required to settle the obligations, taking into account information available and different possible outcomes at the reporting date.

*The warranty provision:*

A warranty provision is accrued during the construction phase of projects, based on historical warranty expenditure per product type. At the completion of a project, a warranty provision (depending on the nature of the project) is therefore provided for and reported as provision in the statement of financial position. Following the acceptance of a project the

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warranty provision is released over the warranty period. For some specific claims formally notified by the customer and which can be reliably estimated, an amount is provided in full and without discounting. An overall review of the warranty provision is performed by Management at each reporting date. Nevertheless, considering the specificity of each asset, actual warranty expenditures could vary significantly from one project to another and therefore differ materially from initial statistical warranty provision provided at the completion of a said project.

### *The timing and estimated cost of demobilization:*

The estimated future costs of demobilization are reviewed on a regular basis and adjusted when appropriate. Nevertheless, considering the long-term expiry date of the obligations, these costs are subject to uncertainty. Cost estimates can vary in response to many factors, including for example new demobilization techniques, the Company's own experience on demobilization operations, future changes in laws and regulations, and timing of demobilization operation.

Estimates and assumptions made in determining these obligations, can therefore lead to significant adjustments to the future financial results. Nevertheless, the cost of demobilization obligations at the reporting date represent Management's best estimate of the present value of the future costs required.

### *Significant estimates and judgements in the context of the COVID-19 pandemic:*

During the 2020 financial year, the COVID-19 pandemic situation resulted in the Company reassessing significant estimates and judgments. The following key areas were identified as potentially affected by the COVID-19 pandemic:

- Key assumptions used in the impairment test of assets or group of assets;
- Expected credit losses; and
- Additional costs in order to satisfy the performance obligations on some of the construction contracts mainly due to expected limited delay in the project delivery following lockdown periods, international travel restrictions and remote working

The impact of COVID-19 on the impairment of the tangible assets is disclosed in note 4.3.13 Property, Plant and Equipment. Regarding the Company's considerations for estimation of expected credit losses, refer to note 4.3.8 Net Impairment Gains/ (Losses) on Financial and Contract Assets. In relation to the impact of additional costs incurred due to COVID-19 when satisfying the Company's performance obligations we refer to note 4.3.3 Revenue.

### **Judgements:**

In addition to the above estimates, the Management exercises the following judgements:

### *Lease classification as Lessor:*

When the Company enters into a new lease arrangement, the terms and conditions of the contract are analyzed in order to assess whether or not the Company retains the significant risks and rewards of ownership of the asset subject of the lease contract. To identify whether risks and rewards are retained, the Company systematically considers, among others, all the examples and indicators listed by IFRS 16.63 on a contract-by-contract basis. By performing such analysis, the Company makes significant judgement to determine whether the arrangement results in a finance lease or an operating lease. This judgement can have a significant effect on the amounts recognized in the consolidated financial statements and its recognition of profits in the future. The most important judgement areas assessed by the Company are (i) determination of the fair value, (ii) determination of the useful life of the asset and (iii) the probability of the client exercising the purchase or termination option (if relevant).

### **(b) Leases: accounting by lessor**

A lease is an agreement whereby the lessor conveys to the lessee, in return for a payment, or series of payments, the right to use an asset for an agreed period of time.

Leases in which a significant portion of the risk and rewards of ownership are retained by the lessor are classified as operating leases. Under an operating lease, the asset is included in the statement of financial position as property, plant and equipment. Lease income is recognized over the term of the lease on a straight-line basis. This implies the recognition of deferred income when the contractual day rates are not constant during the initial term of the lease contract.

When assets are leased under a finance lease, the present value of the lease payments is recognized as a finance lease receivable. Under a finance lease, the difference between the gross receivable and the present value of the receivable is

recognized as revenue during the lease phase. Lease income is, as of the commencement date of the lease contract, recognized over the term of the lease using the net investment method, which reflects a constant periodic rate of return. During the construction phase of the facility, the contract is accounted for as a construction contract.

### **(c) Impairment of non-financial assets**

Under certain circumstances, impairment tests must be performed. Assets that are subject to amortization or depreciation are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

The recoverable amount is the higher of an asset's Cash Generating Unit's ('CGU') fair value less costs of disposal and its value-in-use. The 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 group of assets. An impairment loss is recognized for the amount by which the assets or CGU's carrying amount exceeds 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 assessments of the time value of money and risks specific to the asset. The Company bases its future cash flows on detailed budgets and forecasts.

Non-financial assets, other than goodwill, that have been impaired are reviewed for possible reversal of the impairment at each statement of financial position date.

### **(d) Revenue**

The Company provides design, supply, installation, operation, life extension and demobilization of Floating Production, Storage and Offloading (FPSO) vessels. The vessels are either owned and operated by SBM Offshore and leased to its clients (Lease and Operate arrangements) or supplied on a Turnkey sale basis (construction contracts). Even in the latter case, the vessels can be operated by the Company, under a separate operating and maintenance agreement, after transfer to the clients.

Other products of the Company include: semi-submersibles, Tension Leg Platforms ('TLP'), Liquefied Natural Gas FPSOs, Turret Mooring Systems ('TMS'), LNG Regasification to Power vessels, Floating Offshore Wind ('FOW'), brownfield and offshore (off)loading terminals. These products are mostly delivered as construction, lease or service type agreements.

Some contracts include multiple deliverables (such as Front-End Engineering Design ('FEED'), engineering, construction, procurement, installation, maintenance, operating services, demobilization). The Company assesses the level of integration between different deliverables and ability of the deliverable to be performed by another party. Based on this assessment the Company concludes whether the multiple deliverables are one, or separate, performance obligation(s).

The Company determines the transaction price for its performance obligations based on contractually agreed prices. The Company has various arrangements with its customers in terms of pricing, but in principle i) the construction contracts have agreed fixed pricing terms, including fixed lump sums and reimbursable type of contracts, ii) the majority of the Company's lease arrangements have fixed lease rates and iii) the operating and service type of contracts can be based on fixed lump sums or reimbursable type of contracts. The Lease and Operate contracts generally include a variable component for which the treatment is described below under 'Lease and Operate contracts'. In rare cases when the transaction prices are not directly observable from the contract, they are estimated based on expected cost plus margin (e.g. based on an operating service component in a lease arrangement).

The Company assesses for each performance obligation whether the revenue should be recognized over time or at a point in time, this is explained more in detail under the below sections 'Construction contracts' and 'Lease and Operate contracts'.

The Company can agree on various payment arrangements which generally reflect the progress of delivered performance obligations. However, if the Company's delivered performance obligation exceeds instalments invoiced to the client, a 'Construction work-in-progress' (contract asset) is recognized (see note 4.3.20 Construction Work-In-Progress). If the instalments invoiced to the client exceed the work performed, a contract liability is recognized (see note 4.3.27 Trade and Other Payables).

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Revenue policies related to specific arrangements with customers are described below.

### **Construction contracts:**

The Company under its construction contracts usually provides Engineering, Procurement, Construction and Installation ('EPCI') of vessels. The Company assesses the contracts on an individual basis as per the policy described above. Based on the analysis performed for existing contracts:

- The construction contracts generally include one performance obligation due to significant integration of the activities involved; and
- Revenue is recognized over time as the Company has an enforceable right to payment for performance completed to date and the assets created have no direct alternative use.

Based on these requirements, the Company concludes that, in principle, construction contracts meet the criteria of revenue to be recognized over time. Revenue is recognized at each period based upon the advancement of the work, using the input method. The input method is based on the ratio of costs incurred to date to total estimated costs. Up to the moment that the Company can reasonably measure the outcome of the performance obligation, revenue is recognized to the extent of cost incurred.

Complex projects that present a high-risk profile due to technical novelty, complexity or pricing arrangements agreed with the client are subject to independent project reviews at advanced degrees of completion in engineering. An independent project review is an internal but independent review of the status of a project based upon an assessment of a range of project management and company factors. Until this point, and when other significant uncertainties related to the cost at completion are mitigated, revenue is recognized to the extent of cost incurred.

Due to the nature of the services performed, variation orders and claims are commonly billed to clients 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. When the contract modification (including claims) is initially approved by oral agreement or implied by customary business practice, the Company recognizes revenue only to the extent of contract costs incurred. Once contract modifications and claims are approved, the revenue is no longer capped at the level of costs and is recognized based on the input method.

Generally, the payments related to the construction contracts (under EPCI arrangements) are corresponding to the work completed to date, therefore the Company does not adjust any of the transaction prices for the time value of money. However the time value of money is assessed on a contract by contract basis and in case the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year, the financing component is separated from other performance obligations.

Furthermore, finance lease arrangements under which the Company delivers a unit to a client are treated as direct sales (see also point (b) above), therefore revenue is recognized over time during the construction period as the lower of (i) the present value of the purchase option, 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 recognized based on this policy, the Company determines discounting using a market rate of interest that takes into account among others: time value of money, financing structure and risk profile of a client and project.

### **Lease and Operate contracts:**

The Company provides to its customers possibilities to lease the units under charter contracts. The charter contracts are multi-year contracts and some of them contain options to extend the term of the lease or terminate the lease earlier. Some of the contracts also contain purchase options that are exercisable throughout the lease term.

#### *Charter rates*

Charter rates received on long-term operating lease contracts are reported on a straight-line basis over the period of the contract once the facility has been brought into service. The difference between straight-line revenue and the contractual day-rates, which may not be constant throughout the charter, is accounted for as deferred income.

Revenue from finance lease contracts is, as of the commencement date of the lease contract, recognized over the term of the lease using the amortized cost method, which reflects a constant periodic rate of return.

### *Operating fees*

Operating fees are received by the Company for facilitating receipt, processing and storage of petroleum services on board of the facilities which occur continuously through the term of the contract. As such, they are a series of services that are substantially the same and that have the same pattern of transfer to the customer. Revenue is recognized over time based on input methods by reference to the stage of completion of the service rendered either on a straight-line basis for lump sum contracts or in line with cost incurred on reimbursable contracts.

### *Bonuses/penalties*

On some contracts the Company is entitled to receive bonuses (incentives) and incurs penalties depending on the level of interruption of production or processing of oil. Bonuses are recognized as revenue once it is highly probable that no significant reversal of revenue recognized will occur, which is generally the case only once the performance bonus is earned. Penalties are recognized as a deduction of revenue when they become probable. For estimation of bonuses and penalties the Company applies the 'most likely' method, where the Company assesses which single amount is the most likely in a range of possible outcomes.

### **Contract costs**

The incremental costs of obtaining a contract with a customer (for example sales commissions) are recognized as an asset. The Company uses a practical expedient that permits to expense the costs to obtain a contract as incurred when the expected amortization period is one year or less. Costs of obtaining a contract that are not incremental are expensed as incurred unless those costs are explicitly chargeable to the customer. Bid, proposal, and selling and marketing costs, as well as legal costs incurred in connection with the pursuit of the contract, are not incremental, as the Company would have incurred those costs even if it did not obtain the contract.

If the costs incurred in fulfilling a contract with a customer are not within the scope of another IFRS standard (e.g. IAS 2 Inventories, IAS 16 Property, Plant and Equipment or IAS 38 Intangible Assets), the Company recognizes an asset for the costs incurred to fulfill a contract only if those costs meet all of the following criteria:

- The costs relate directly to a contract or to an anticipated contract that the Company can specifically identify (for example, costs relating to services to be provided under renewal of an existing contract or costs of designing an asset to be transferred under a specific contract that has not yet been approved);
- The costs generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and
- The costs are expected to be recovered.

An asset recognized for contract costs is amortized on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates.

### **(e) Operating segment information**

As per IFRS 8, an operating segment is a component of an entity that engages in business activities from which it may earn revenues and incur expenses, whose segmental operating results are regularly reviewed by the entity's chief operating decision maker, and for which distinct financial information is available.

The Management Board, as chief operating decision maker, monitors the operating results of its operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on revenue, gross margin, EBIT and EBITDA, and prepared in accordance with Directional reporting. The Company has two reportable segments:

- The Lease and Operate segment includes all earned day-rates on operating lease and operate contracts.
- The Turnkey segment includes revenues from Turnkey supply contracts and after-sales services, which consist mainly of large production systems, large mooring systems, deep water export systems, fluid transfer systems, tanker loading and discharge terminals, design services and supply of special components and proprietary designs and equipment.

No operating segments have been aggregated to form the above reportable operating segments.

The Company's corporate overhead functions do not constitute an operating segment as defined by IFRS 8 'Operating segments' and are reported under the 'Other' section in note 4.3.2 Operating Segments and Directional Reporting.



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Operating segment information is prepared and evaluated based on Directional reporting for which the main principles are explained in note 4.3.2 Operating Segments and Directional Reporting.

### **(f) Construction work-in-progress**

Construction work-in-progress represents the Company's contract assets as defined in IFRS 15. Construction work-in-progress is the Company's right to consideration in exchange for goods and services that the Company has transferred to the customer. The Company's construction work-in-progress is measured as revenue recognizable to date, less invoiced instalments. The Company recognizes any losses from onerous contracts under provisions in line with IAS 37. Further, the impairment of construction work-in-progress is measured, presented and disclosed on the same basis as financial assets that are within the scope of IFRS 9. The Company applies the simplified approach in measuring expected credit losses for construction work-in-progress. In case of construction work-in-progress balances relating to the finance lease contracts, the Company applies the low credit risk simplification of IFRS 9 for the computation of the expected credit loss. The simplification is applied as the credit risk profile of these balances has been assessed as low.

Where instalments received from the customers exceed the value of the performance obligation delivered to the customer, the excess is included in 'Trade and other payables' as 'Contract liability'.

### **(g) Demobilization obligations**

The demobilization obligations of the Company are either stated in the lease contract or derived from the international conventions and the specific legislation applied in the countries where the Company operates assets. Demobilization costs will be incurred by the Company at the end of the operating life of the Company's facilities.

For operating leases, the net present value of the future obligations is included in property, plant and equipment with a corresponding amount included in the provision for demobilization. As the remaining duration of each lease reduces, and the discounting effect on the provision unwinds, accrued interest is recognized as part of financial expenses and added to the provision. The subsequent updates of the measurement of the demobilization costs are recognized both impacting the provision and the asset.

In some cases, when the contract includes a demobilization bareboat fee that the Company invoices to the client during the demobilization phase, a receivable is recognized at the beginning of the lease phase for the discounted value of the fee. These receivables are subject to expected credit loss impairment which are analyzed together with the finance lease receivable using the same methodology.

For finance leases, demobilization obligations are analyzed as a component of the sale recognized under IFRS 15. It is determined whether the demobilization obligation should be defined as a separate performance obligation. In that case, because the demobilization operation is performed at a later stage, the related revenue is deferred until the demobilization operations occur. Subsequent updates of the measurement of the demobilization costs are recognized immediately through deferred revenue, for the present value of the change.

## **C. SIGNIFICANT ACCOUNTING POLICIES**

The consolidated financial statements of the Company have been prepared on the historical cost basis except for the revaluation of certain financial instruments.

### **(a) Distinction between current and non-current assets and liabilities**

The Company classifies its assets as current when it expects to realize the asset, or intends to sell or consume it, in its normal operating cycle. Inventory and construction work-in-progress are classified as current while the time when these assets are sold or consumed might be longer than twelve months. Financial assets are classified as current when they are realized within twelve months. Liabilities are classified as current when they are expected to be settled within less than twelve months and the Company does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting period. All other assets and liabilities are classified as non-current.

### **(b) Consolidation**

The Company's consolidated financial statements include the financial statements of all controlled subsidiaries.

In determining under IFRS 10 whether the Company controls an investee, the Company assesses whether it has i) power over the investee, ii) exposure or rights to variable returns from its involvement, and iii) the ability to use power over investees to

affect the amount of return. To determine whether the Company has power over the investee, multiple contractual elements are analyzed, among which i) voting rights of the Company at the General Meeting, ii) voting rights of the Company at Board level and iii) the power of the Company to appoint, reassign or remove other key management personnel.

For investees whereby such contractual elements are not conclusive because all decisions about the relevant activities are taken on a mutual consent basis, the main deciding feature resides then in the deadlock clause existing in shareholders' agreements. In case a deadlock situation arises at the Board of Directors of an entity, whereby the Board is unable to conclude on a decision, the deadlock clause of the shareholders' agreements generally stipulates whether a substantive right is granted to the Company or to all the partners in the entity to buy its shares through a compensation mechanism that is fair enough for the Company or one of the partners to acquire these shares. In case such a substantive right resides with the Company, the entity will be defined under IFRS 10 as controlled by the Company. In case no such substantive right is held by any of the shareholders through the deadlock clause, the entity will be defined as a joint arrangement.

#### *Subsidiaries:*

Subsidiaries are all entities over which the group has control. The group controls an entity when the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated using the full consolidation method.

All reciprocal transactions between two controlled subsidiaries, with no profit or loss impact at consolidation level, are fully eliminated for the preparation of the consolidated financial statements.

#### *Interests in joint ventures:*

The Company has applied IFRS 11 'Joint Arrangements' to all joint arrangements. Under IFRS 11 investment in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor. In determining under IFRS 11 the classification of a joint arrangement, the Company assessed that all joint arrangements were structured through private limited liability companies incorporated in various jurisdictions. As a result, assets and liabilities held in these separate vehicles were those of the separate vehicles and not those of the shareholders of these limited liability companies. Shareholders had therefore no direct rights to the assets, nor primary obligations for liabilities of these vehicles. The Company has considered the nature of its joint arrangements and determined them to be joint ventures. Joint ventures are accounted for using the equity method.

#### *Investments in associates:*

Associates are all entities over which the Company has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but it is not control over those policies. Investments in associates are accounted for using the equity method.

When losses of an equity-accounted entity are greater than the value of the Company's net investment in that entity, these losses are not recognized unless the Company has a constructive obligation to fund the entity. The share of the negative net equity of these is first accounted for against the loans held by the owner towards the equity-accounted company that forms part of the net investment. Any excess is accounted for under provisions.

Reciprocal transactions carried out between a subsidiary and an equity-accounted entity, are not eliminated for the preparation of the consolidated financial statements. Only transactions leading to an internal profit (e.g. for dividends or internal margin on asset sale) are eliminated applying the percentage owned in the equity-accounted entity.

The financial statements of the subsidiaries, associates and joint ventures are prepared for the same reporting period as the Company and the accounting policies are in line with those of the Company.

### **(c) Non-derivative financial assets**

The Company's financial assets consist of finance lease receivables, loans to joint ventures and associates and trade and other receivables. The accounting policy on trade and other receivables is described separately.

Finance lease receivables are non-derivative financial assets with fixed or determined payments that are not quoted in an active market.

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Loans to joint ventures and associates relate primarily to interest-bearing loans to joint ventures. These financial assets are initially measured at fair value plus transaction costs (if any) and subsequently measured at amortized cost.

The Company classifies its financial assets at amortized cost only if both of the following criteria are met:

- The asset is held within a business model whose objective is to collect the contractual cash flows; and
- The contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets are derecognized when the contractual rights to the cash flows from the financial asset expire or have been transferred and the Company has transferred substantially all the risks and rewards of ownership.

### **(d) Borrowings (bank and other loans) and lease liabilities**

*Borrowings* are recognized on settlement date, being the date on which cash is paid or received. They are initially recognized at fair value, net of transaction costs incurred (transaction price), subsequently measured at amortized cost and classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least twelve months after the statement of financial position date.

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalized into the cost of the asset in the period in which they are incurred. Otherwise, borrowing costs are recognized as an expense in the period in which they are incurred.

Borrowings are derecognized when the Company either discharges the borrowing by paying the creditor or is legally released from primary responsibility for the borrowing either by process of law or by the creditor.

*Lease liabilities*, arising from lease contracts in which the Company is the lessee, are initially measured at the net present value of the following:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that are based on an index or a rate;
- Amounts expected to be payable under residual value guarantees;
- The exercise price of a purchase option if the Company is reasonably certain to exercise that option; and
- Payments of penalties for terminating the lease, if the lease term reflects the Company exercising that option.

The lease payments are discounted using the interest rate implicit in the lease, if that rate can be determined, or the Company's incremental borrowing rate.

Each lease payment is allocated between the lease liability and finance cost. Finance cost is charged to the consolidated income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

### **(e) Foreign currency transactions and derivative financial instruments**

Foreign currency transactions are translated into the functional currency, the US dollar, at the exchange rate applicable on the transaction date. At the closing date, monetary assets and liabilities stated in foreign currencies are translated into the functional currency at the exchange rate prevailing on that date. Resulting exchange gains or losses are directly recorded in the income statement. At the closing date, non-monetary assets and liabilities stated in foreign currency remain translated into the functional currency using the exchange rate at the date of the transaction.

Translation of foreign currency income statements of subsidiaries (except for foreign operations in hyperinflationary economies) into US dollars is converted at the average exchange rate prevailing during the year. Statements of financial position are translated at the exchange rate at the closing date. Differences arising in the translation of financial statements of foreign subsidiaries are recorded in other comprehensive income as foreign currency translation reserve. On consolidation, exchange differences arising from the translation of the net investment in foreign entities, and borrowings of such investments, are taken to Company equity.

Derivative financial instruments held by the Company are aimed at hedging risks associated with market risk fluctuations. The Company uses primarily forward currency contracts and interest rate swaps to hedge foreign currency risk and interest rate

risk. Further information about the financial risk management objectives and policies is included in note 4.3.29 Financial Instruments – Fair Values and Risk Management.

A derivative instrument (cash flow hedge) qualifies for hedge accounting when all relevant criteria are met. A cash flow hedge aims at reducing risks incurred by variations in the value of future cash flows that may impact net income. In order for a derivative to be eligible for hedge accounting, the following criteria must be met:

- There is an economic relationship between the hedging instrument and the hedged item.
- The effect of credit risk does not dominate the value changes resulting from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that used for risk management purposes.

All derivative instruments are recorded and disclosed in the statement of financial position at fair value. Purchases and sales of derivatives are accounted for at trade date. Where a portion of a financial derivative is expected to be realized within twelve months of the reporting date, that portion is presented as current; the remainder of the financial derivative as non-current.

Changes in fair value of derivatives designated as cash flow hedge relationships are recognized as follows:

- The effective portion of the gain or loss of the hedging instrument is recorded directly in other comprehensive income, and the ineffective portion of the gain or loss on the hedging instrument is recorded in the income statement. The gain or loss which is deferred in equity, is reclassified to the net income in the period(s) in which the specified hedged transaction affects the income statement.
- The changes in fair value of derivative financial instruments that do not qualify as hedging in accounting standards are directly recorded in the income statement.

The sources of hedge ineffectiveness are:

- The non-occurrence of the hedged item;
- The change in the principal terms of the hedged item;
- The severe deterioration of the credit risk of the Company and, or the derivative counterparty.

When measuring the fair value of a financial instrument, the Company uses market observable data as much as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques. Further information about the fair value measurement of financial derivatives is included in note 4.3.29 Financial Instruments – Fair Values and Risk Management.

#### **(f) Provisions**

*Provisions* are recognized if and only if the following criteria are simultaneously met:

- The Company has an ongoing 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.
- The amount of the obligation can be reliably estimated; provisions are measured according to the risk assessment or the exposed charge, based upon best-known facts.

*Demobilization* provisions relate to estimated costs for demobilization of leased facilities at the end of the respective lease period or operating life.

*Warranty* provisions relate to the Company's obligations to replace or repair defective items that become apparent within an agreed period starting from final acceptance of the delivered system. Such warranties are provided to customers on most Turnkey sales. These provisions are estimated on a statistical basis regarding the Company's past experience or on an individual basis in the case of any warranty claim already identified. These provisions are classified as current by nature as it coincides with the production cycle of the Company.

*Restructuring provision* is recognized by the Company when it has an obligation to restructure based upon a detailed formal plan for the restructuring and has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it. The restructuring provision only includes the direct expenditures arising from the restructuring, which are those that are both necessarily incurred by the restructuring and not associated with the ongoing activities of the entity. In the case of an offer made to encourage voluntary redundancy, the

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termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

*Other* provisions include provisions like commercial claims, regulatory fines related to operations and local content penalty. In relation to local content penalty, Brazilian oil and gas contracts typically include local content requirements. These requirements are issued by the Agência Nacional do Petróleo, Gás Natural e Biocombustíveis (ANP) to the winning concessionaire/consortia of auctioned Brazilian exploratory blocks or areas at the end of the bidding round, with the intention to strengthen the domestic Brazilian market and expand local employment. The owning concessionaire/consortia normally contractually passes such requirements on to, among other suppliers, the company delivering the FPSO. For the Company's Brazilian contracts, the Company assesses the execution strategy and may decide that execution of the project in locations other than Brazil is more beneficial. Such a decision takes into account factors such as optimization of overall cost of delivery, quality and timeliness. As a result, following the chosen execution strategy, the Company may expect to not meet entirely the agreed local content requirements. In such circumstances, the expected penalty to be paid, as a result of not meeting the local content requirements, is determined based on management's best estimate and recognized as provision during the construction period. The corresponding cost is expensed over the construction period of the asset.

### **(g) Property, plant and equipment**

*Property, plant and equipment* are stated at cost less accumulated depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of such items. The capital value of a facility to be leased and operated for a client is the sum of external costs (such as shipyards, subcontractors and suppliers), internal costs (design, engineering, construction supervision, etc.), third party financial costs including interest paid during construction and attributable overhead.

Subsequent costs are included in an assets' carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The costs of assets include the initial estimate of costs of demobilization of the asset net of reimbursement expected to be received by the client. Costs related to major overhaul which meet the criteria for capitalization are included in the asset's carrying amount. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

When significant parts of an item of property, plant and equipment have different useful lives, those components are accounted for as separate line items of property, plant and equipment. The depreciation charge is calculated based on future anticipated economic benefits, e.g. based on the unit of production method or on a straight-line basis as follows:

- Converted tankers 10-20 years (included in vessels and floating equipment);
- Floating equipment 3-15 years (included in vessels and floating equipment);
- Buildings 30-50 years;
- Other assets 2-20 years;
- Land is not depreciated.

Useful lives and methods of depreciation are reviewed at least annually and adjusted if appropriate.

The assets' residual values are reviewed and adjusted, if appropriate, at each statement of financial position date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is higher than its estimated recoverable amount.

Gains and losses arising on disposals or retirement of assets are determined by comparing any sales proceeds and the carrying amount of the asset. These are reflected in the income statement in the period that the asset is disposed of or retired.

*Right-of-use assets* related to the Company's lease contracts in which the Company is a lessee are included in Property, plant and equipment. Right-of-use assets and corresponding liabilities are recognized when the leased asset is available for use by the Company. Right-of-use assets are measured at cost comprising the following:

- The amount of the initial measurement of the lease liability;
- Any lease payments made at or before the commencement date;
- Any initial direct costs; and
- Restoration costs.

The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Payments associated with short-term leases and leases of low-value assets are recognized on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less.

#### **(h) Intangible assets**

*Goodwill* represents the excess of the cost of an acquisition over the fair value of the Company's share of the net identifiable assets of the acquired subsidiary at the date of the acquisition, less accumulated impairment.

Goodwill is allocated to cash-generating units (CGUs) for the purpose of the annual impairment testing.

*Patents* are recognized at historical cost and patents acquired in a business combination are recognized at fair value at the acquisition date when intangible assets criteria are met and amortized on a straight-line basis over their useful life, generally over fifteen years.

*Research* costs are expensed when incurred. In compliance with IAS 38, development costs are capitalized if all of the following criteria are met:

- The projects are clearly defined.
- The Company is able to reliably measure expenditures incurred by each project during its development.
- The Company is able to demonstrate the technical feasibility of the project.
- The Company has the financial and technical resources available to achieve the project.
- The Company can demonstrate its intention to complete, to use or to commercialize products resulting from the project.
- The Company is able to demonstrate the existence of a market for the output of the intangible asset, or, if it is used internally, the usefulness of the intangible asset.

When capitalized, development costs are carried at cost less any accumulated amortization. Amortization begins when the project is complete and available for use. It is amortized over the period of expected future benefit, which is generally between three and five years.

#### **(i) Assets (or disposal groups) held for sale**

The Company classifies assets or disposal groups as being held for sale when their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

#### **(j) Inventories**

Inventories are valued at the lower of cost and net realizable value. Cost is determined using the first-in first-out method. Net realizable value is the estimated selling price in the ordinary course of business, less the estimated cost of completion and selling expenses. Inventories comprise semi-finished, finished products and the Company's Fast4Ward® Multi Purpose Floater ('MPF') valued at cost including attributable overheads and spare parts stated at the lower of purchase price or market value. MPFs under construction are accounted for as inventories until they are allocated to awarded projects.

#### **(k) Trade and other receivables**

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within a maximum of 90 days and are therefore all classified as current. Trade receivables are recognized initially at fair value. The Company holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortized cost using the effective interest method. The Company applies the simplified approach in measuring expected credit losses for trade receivables.

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Other receivables are recognized initially at fair value and subsequently measured at amortized cost, using the effective interest rate method. Interest income, together with gains and losses when the receivables are derecognized or impaired, is recognized in the income statement.

### **(l) Impairment of finance lease receivables**

For finance lease receivables the Company assumes that the credit risk has not increased significantly since the initial recognition if the finance lease receivable is determined to have a low credit risk at the reporting date (i.e. the Company applies the low credit risk simplification). As a result, if the finance lease receivable is determined to have a low credit risk at the reporting date, the Company recognizes a 12-month expected credit loss.

### **(m) Cash and cash equivalents**

Cash and cash equivalents consist of cash in bank and in hand fulfilling the following criteria: a maturity of usually less than three months, highly liquid, a fixed exchange value and an extremely low risk of loss of value.

### **(n) Share capital**

Ordinary shares and protective preference shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

### **(o) Income tax**

The tax expense for the period comprises current and deferred tax. Tax is recognized in the income statement, except to the extent that it relates to items recognized in other comprehensive income or directly in equity. In this case the associated tax is also recognized in other comprehensive income or directly in equity.

Income tax expenses comprise corporate income tax due in countries of incorporation of the Company's main subsidiaries and levied on actual profits. Income tax expense also includes the corporate income taxes which are levied on a deemed profit basis and revenue basis (withholding taxes in the scope of IAS 12). This presentation adequately reflects the Company's global tax burden.

### **(p) Deferred income tax**

*Deferred income tax* is recognized using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred tax is determined using tax rates and laws that have been enacted or substantially enacted by the statement of financial position date and are expected to apply when the related deferred tax asset is realized or the deferred tax liability is settled.

*Deferred tax assets* are recognized only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized. Deferred tax is provided for on temporary differences arising on investments in subsidiaries and associates, except where the timing of the reversal of the temporary difference is controlled by the Company and it is probable that the temporary difference will not reverse in the foreseeable future.

### **(q) Employee benefits**

*Pension obligations:* the Company operates various pension schemes that are generally funded through payments determined by periodic actuarial calculations to insurance companies or are defined as multi-employer plans. The Company has both defined benefit and defined contribution plans:

- A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.
- A defined contribution plan is a pension plan under which the Company pays fixed contributions to public or private pension insurance plans on a mandatory, contractual or voluntary basis. The Company has no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. The contributions to defined contribution plans and multi-employer plans are recognized as an expense in the income statement as incurred.

The liability recognized in the statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the statement of financial position date less the fair value of the plan assets, together with adjustments for unrecognized actuarial gains and losses and past service costs. The defined benefit obligation is calculated periodically by independent actuaries using the projected unit credit method. The present value of the defined

benefit obligation is determined by discounting the estimated future cash outflows using interest rates on high-quality corporate bonds that have maturity dates approximating the terms of the Company's obligations.

The expense recognized within the EBIT comprises the current service cost and the effects of any change, reduction or winding up of the plan. The accretion impact on actuarial debt and interest income on plan assets are recognized under the net financing cost.

Cumulative actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognized immediately in comprehensive income.

*Share-based payments:* within the Company there are four types of share-based payment plans that qualify as equity settled:

- Restricted Share Unit (RSU);
- Short-term Incentive Program of Bonus Shares and Matching Shares;
- Value Creation Stake (VCS); and
- Ownership Shares.

The estimated total amount to be expensed over the vesting period related to share based payments is determined by (i) reference to the fair value of the instruments determined at the grant date, and (ii) non-market vesting conditions included in assumptions about the number of shares that the employee will ultimately receive. Main assumptions for estimates are revised at statement of financial position date. Total cost for the period is charged or credited to the income statement, with a corresponding adjustment to equity.

When equity instruments vest, the Company issues new shares, unless the Company has Treasury shares in stock.

Any cancellation of matching shares will lead to an accelerated expense recognition of the total fair value, with a corresponding adjustment to equity.



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### 4.3 NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

#### 4.3.1 FINANCIAL HIGHLIGHTS

##### Impact of COVID-19 pandemic

In 2020, the COVID-19 pandemic had an impact on the global economy and the demand for energy, with some offshore projects cancelled or deferred. However, during 2020, the Company has successfully navigated through this challenging period, having mitigated the COVID-19 impact on projects under construction and the fleet under operation.

##### Offshore energy industry

The Company globally serves the offshore energy industry by supplying engineered products, vessels and systems, as well as offshore energy production services. These construction and service activities are rendered based on long-term contracts. Consequently, SBM Offshore has a substantial proforma contractual backlog, which is not linked to the oil price, amounting to US\$21.6 billion at December 31, 2020 (2019: US\$20.7 billion). This provides the Company with 25 years cash flow visibility up to 2045. The pandemic and associated impact on the oil market has caused oil and gas companies to reassess their portfolios and investments. However, deep water projects in high quality resource basins rank very competitively, as illustrated by the award of contracts to the Company for an FPSO for the Payara development project located in the Stabroek block in Guyana in October 2020. In this context, the Company continues to anticipate FPSO market opportunities in 2021 and future years, while continuing to diversify its product offering through innovative solutions for the offshore gas and renewables markets.

Based on the strength and resilience of its business model, as it has demonstrated in the past, the Company has the ability to navigate through current uncertainties.

##### Operational activities

The Company was able to maintain the fleet's uptime at historical highs by minimizing the impact of a COVID-19 environment offshore. In order to achieve such results, specific measures were implemented by the Company such as: (i) optimization of crew rotations (in order to adjust to the impact of international travel restrictions), (ii) implementation of pre-screening protocols prior to offshore embarkation, (iii) creation of local secured quarantine facilities and (iv) development of internal Polymerase Chain Reaction (PCR) testing capability, which is now available in most operating locations. More generally, the Company's COVID-19 response strategy aims to prevent the occurrence of cases on board of the vessels and in onshore locations and to minimize impact on operations if and when cases were identified.

Construction activities were impacted during 2020 for SBM Offshore major projects. Nevertheless, the projects' progress was still achieved, although at a lower pace. SBM Offshore's project teams have worked together with clients and suppliers in order to mitigate impacts in terms of costs and delays. The ultimate delivery of major projects is not considered at risk at the end of 2020, based on currently known circumstances.

##### Implications on 2020 Financial performance

Due to the COVID-19 pandemic, the Company incurred additional costs in order to satisfy its performance obligations on some of its Turnkey projects. This was mainly due to delay in project delivery following lockdown periods, subsequent acceleration programs negotiated with sub-contractors, international travel restrictions and remote working. These costs, which have been partially recharged to the Company's clients, contribute to the progress of transfer of control of the construction asset to the customer over the construction period and have therefore been considered as part of the revenue recognition over time. The related amount recognized as revenue during 2020 is less than 1% of the Company's total revenue for the year 2020.

On the Lease and Operate segment, the incremental costs from the implementation of additional safety measures linked to COVID-19 have been partially recharged to clients within the contractual terms of reimbursable contracts.

##### Financial risk management

In the context of the COVID-19 pandemic and the low oil price environment, in particular the Company focused on liquidity, credit and counterparty risks. The Company performed analyses on the credit and counterparty risks of its clients and financial partners. The analysis resulted in a limited impact materializing through a net impairment on financial and contract assets of US\$24 million accounted over 2020. Please refer to note 4.3.29 Financial Instruments – Fair Values and Risk Management.

## Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and abnormal conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company conducted various liquidity scenarios, financial stress tests and sensitivity analyses. The conclusion was that the Company's lease portfolio and the existing financing facilities are sufficient to ensure that the Company will continue as a going concern in the foreseeable future and that it can sustain future growth plans. Furthermore, under its Lease and Operate contractual arrangements with clients the Company has considerable time under charters to deal with disruptions from events outside the Company's control, thus providing it with considerable financial protection. To date, the Company has been able to manage the COVID-19 situation without the need to use such protection. As at December 31, 2020 the Company had a total liquidity position of US\$1.7 billion, including US\$1 billion under its undrawn Revolving Credit Facility.

## Impairment of non-financial assets

During the year of 2020, due to the COVID-19 pandemic, the Company decided to put the SBM Installer installation vessel in lay-up for a period of three months (until July 2020) in order to protect the crew and reduce the costs in a context of low activity. Furthermore, the Company downgraded expectations regarding future economic benefits to be generated by the vessel given the expected slowdown of the offshore services business in the coming few years (which may create over-supply in offshore markets and therefore reduce the vessel utilization). As a result, an impairment charge of US\$57 million was accounted for in the 2020 full year results.

The *Thunder Hawk* semi-submersible production facility in the US Gulf of Mexico is the only facility in the Company lease fleet portfolio for which revenue is dependent on volumes produced. Over the period, the facility was temporarily shut down for a period of 45 days upon the operator's request. In addition, the credit rating of the operator of the facility was downgraded by rating agencies. As a result of the impairment test, an impairment charge of US\$10 million was accounted for in the 2020 full year results.

## Share Repurchase Program

On April 3, 2020, the Company completed its EUR150 million share repurchase program. Between February 13, 2020 and April 3, 2020 a total of 12,094,623 common shares were repurchased, at an average price of EUR12.40 per share.

The repurchases were made under the EUR150 million share repurchase program announced on and effective from February 13, 2020. The objective of the program was to reduce share capital and, in addition, to provide shares for regular management and employee share programs.

## Completion of US\$600 million bridge loan for FPSO Sepetiba

The Company secured a US\$600 million bridge loan facility for the financing of the construction of *FPSO Sepetiba*. The facility was secured by the special purpose company owning *FPSO Sepetiba* and was agreed with a consortium of four international banks. The Company is the majority owner of this special purpose company (with 64.5% equity ownership), together with Mitsubishi Corporation (20%) and Nippon Yusen Kabushiki Kaisha (15.5%).

The facility has been drawn in July 2020 to finance the ongoing construction of the *FPSO Sepetiba*. The tenor of the bridge loan is six months with an extension option which has been exercised for another six months ending in July 2021. The facility benefits from sponsor guarantees, which are to be released upon repayment.

## Adaptation of the Business Model

The Company's strategy is set to adapt its products and business model to an environment of shorter oil price cycles and increased volatility. Consequently, the Company reorganized the allocation of activities in its centers in order to become more efficient. These measures will enable the Company to lower its break-even point and allow the Company to scale activities in line with market demand.

Compared with year-end 2019, the reorganization has led to a reduction of approximately 600 positions. The annualized cost of these positions is approximately US\$100 million. Severance costs incurred in 2020 amounted to US\$(46) million.

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### **SBM Offshore prepares for sale DSCV SBM Installer**

The Company was the long-term charterer of the diving support and construction vessel (DSCV) SBM Installer under a contract ending in 2026. The Company had 25% equity ownership in the entity holding the vessel, OS Installer Limited (OSI). The vessel operates in a non-core market for the Company. In order to gain the flexibility required to divest the vessel, the Company first acquired the remaining 75% equity ownership in OSI for a cash consideration of US\$34 million on September 30, 2020. OSI's existing debt facility remains in place. Please refer to note 4.3.13 Property, Plant and Equipment.

### **SBM Offshore awarded contracts for ExxonMobil FPSO Prosperity**

Esso Exploration and Production Guyana Limited (EEPGL), an affiliate of Exxon Mobil Corporation, confirmed the award of contracts for the next phase of the Payara development project located in the Stabroek block in Guyana. Under these contracts, the Company will construct, install and then lease and operate *Prosperity* (FPSO) for a period of up to two years, after which the FPSO ownership and operation will transfer to EEPGL.

The award follows completion of front-end engineering and design studies, completion of the multi-purpose hull, receipt of requisite government approvals and the final investment decision on the project by ExxonMobil and block co-venturers. The *Prosperity* (FPSO) will utilize a design that largely replicates the design of the *Liza Unity* (FPSO). As such, the design is based on the Company's industry leading Fast4Ward® program.

The contract qualifies and is accounted for as a finance lease under IFRS 16. The operating and maintenance scope of the FPSO, which is agreed in principle, is pending a final work order.

### **SBM Offshore awarded contracts for Floating Offshore Wind**

The Company was awarded by EDF Renouvelables for the engineering, procurement, construction and installation of three floating units and its mooring system, for offshore wind turbines with a total capacity of 25.2 MW. The units will be deployed offshore Marseille for the project Provence Grand Large.

The contract is accounted for as construction contract under IFRS 15.

### **Redelivery of the Deep Panuke MOPU**

The Deep Panuke MOPU, located offshore Nova Scotia, Canada, was safely redelivered by the client to the Company in July 2020. Under the final settlement signed with the client, the redelivery of the unit does not affect the contractually agreed amount and timing of the financial considerations to be received by the Company as per the initial charter contract. This includes the option for the client to continue payments until the end of the initial charter period or to elect for an early lump sum payment. As a result of the redelivery of the unit and the final settlement, the lease period of the unit, as per accounting requirements, ended and the Company (i) recognized the remaining contractual revenue in 2020 (US\$122 million), which also includes the portion of the financial consideration to be received in 2021 in case no early lump sum payment is made (i.e. US \$77 million), as well as (ii) fully depreciated the remaining value of the asset (US\$123 million) in 2020, including the portion of depreciation that would have been recognized in 2021 as per initial depreciation schedule (i.e. US\$78 million). As a consequence, the redelivery of the unit has led to accelerated revenue and EBITDA recognition of US\$77 million in 2020, while the gross margin and net income (after depreciation) were negligibly impacted. Please refer to note 4.3.13 Property, Plant and Equipment.

### **Update on legacy**

The Deferred Prosecution Agreement SBM Offshore signed with the United States Department of Justice on November 29, 2017 includes, among other things, an obligation to report on the status of the Company's compliance program. The Company confirms that this three-year period has now ended, without extension or other conditions.

In Switzerland, three of the Company's subsidiaries received a notification from the Bundesanwaltschaft (federal prosecutor's office) in Bern. It concerns a suspicion that from 2005 till 2012 these subsidiaries failed to take the necessary measures to prevent the execution of corrupt payments during said period. The notification refers to the legacy settlements the Company concluded in the Netherlands (2014) and Brazil (2018) as well as the Deferred Prosecution Agreement with the United States. The suspicion regarding the compliance controls shortcoming relate to payments covered by these agreements.

### **Update on lease and operate backlog**

SBM Offshore signed an agreement with its client Shell for a five years' extension for the lease and operate contracts of the *FPSO Espirito Santo* located in Brazil. The end of the contractual lease and operate period was extended from December

2023 to December 2028. SBM Offshore is the majority owner of the lease and operating companies related to *FPSO Espirito Santo* with 51% equity ownership, together with MISC Berhad with 49% equity ownership. As a result of the revised terms and conditions, the new agreements had to be accounted for as a finance lease under IFRS, while the previous arrangements were accounted for as an operating lease. As a consequence, a revenue of US\$249 million, and an associated Gross Margin of US\$123 million, were accounted for in the 2020 full year results under IFRS. This transaction had no impact on the 2020 full year results under Directional, where the new agreements remain classified as an operating lease. Please refer to note 4.3.15 Finance Lease Receivables.

ExxonMobil affiliate Esso Exploration and Production Guyana Limited, has also initiated discussions with SBM Offshore on the lease and operations durations for FPSOs in Guyana.

## 4.3.2 OPERATING SEGMENTS AND DIRECTIONAL REPORTING

### OPERATING SEGMENTS

The Company's reportable operating segments as defined by IFRS 8 'Operating segments' are:

- Lease and Operate;
- Turnkey
- Other.

### DIRECTIONAL REPORTING

Strictly for the purposes of this note, the operating segments are measured under Directional reporting, which in essence follows IFRS, but deviates on two main points:

- All lease contracts are classified and accounted for as if they were operating lease contracts under IFRS 16. Some lease and operate contracts may provide for defined invoicing ('upfront payments') to the client occurring during the construction phase or at first-oil (beginning of the lease phase), to cover specific construction work and/or services performed during the construction phase. These 'upfront payments' are recognized as revenues and the costs associated with the construction work and/or services are recognized as 'Cost of sales' with no margin during the construction. As a consequence, these costs are not capitalized in the gross value of the assets under construction.
- All investees related to Lease and Operate contracts are accounted for at the Company's share as if they were classified as joint operations under IFRS 11, whereby all lines of the income statement, statement of financial position and cash flow statement are consolidated based on Company's percentage of ownership (hereafter referred to as 'proportionate consolidation'). Yards and installation vessel related joint ventures remain equity accounted.

In 2020, all other accounting principles remain unchanged compared with applicable IFRS standards.

The above differences to the consolidated financial statements between Directional reporting and IFRS are highlighted in the reconciliations provided in this note on revenue, gross margin, EBIT and EBITDA as required by IFRS 8 'Operating segments'. The Company also provides the reconciliation of the statement of financial position and cash flow statement under IFRS and Directional reporting. The statement of financial position and the cash flow statement under Directional reporting are evaluated regularly by the Management Board in assessing the financial position and cash generation of the Company. The Company believes that these disclosures should enable users of its financial statements to better evaluate the nature and financial effects of the business activities in which it engages, while facilitating the understanding of the Directional reporting by providing a straightforward reconciliation with IFRS for all key financial metrics.

### SEGMENT HIGHLIGHTS

Over 2020 the Lease and Operate segment was impacted by non-recurring items mainly coming from:

- Accelerated Revenue and EBITDA recognised for US\$77 million following the early redelivery of Deep Panuke MOPU and the final settlement signed with the client in July 2020 triggering the end of the lease period of the unit. Considering the associated depreciation of the vessel, this transaction only negligibly impacted the gross margin and the profit attributable to shareholders;
- An aggregate impairment of US\$(29) million (individually not material) relating to the impairment of two of the units (please refer to note 4.3.13 Property, Plant and Equipment); and the increased impairment loss on financial assets specifically regarding one of the unit's demobilization receivable (please refer to note 4.3.8 Net Impairment Gains/(Losses) on Financial and Contract Assets).

In 2020, the Lease and Operate Directional revenue and EBITDA increased versus the year ago period mainly driven by (i) *Liza Destiny* (FPSO) joining the fleet after achieving first oil at the end of 2019 and (ii) the Company's additional percentage

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of ownership in the Lease and Operate entities related to the five Brazilian FPSO's in which the Company purchased additional shares in the second half year of 2019.

The Turnkey segment was impacted by the full impairment of US\$(57) million relating to the SBM Installer installation vessel in 2020. The Turnkey Directional EBITDA decreased versus the year-ago period. While the reduced level of activity on Johan Castberg Turret Mooring System EPC project completed in 2020 was almost offset by ramp-up on *FPSO Sepetiba*, the Turnkey EBITDA was impacted by US\$40 million of restructuring costs during the current year as well as a lower contribution from smaller product lines (Offshore Services/Terminals).

### 2020 operating segments (Directional)

	Lease and Operate	Turnkey	Reported segments	Other	Total Directional reporting
<b>Third party revenue</b>	<b>1,699</b>	<b>669</b>	<b>2,368</b>	-	<b>2,368</b>
Cost of sales	(1,207)	(622)	(1,829)	-	(1,829)
<b>Gross margin</b>	<b>492</b>	<b>48</b>	<b>539</b>	-	<b>540</b>
Other operating income/expense	(8)	(42)	(49)	(4)	(53)
Selling and marketing expenses	(1)	(39)	(40)	(0)	(40)
General and administrative expenses	(24)	(42)	(66)	(77)	(142)
Research and development expenses	(2)	(22)	(24)	(0)	(24)
Net impairment gains/(losses) on financial and contract assets	(20)	(3)	(23)	(2)	(25)
<b>Operating profit/(loss) (EBIT)</b>	<b>438</b>	<b>(100)</b>	<b>337</b>	<b>(83)</b>	<b>254</b>
Net financing costs					(175)
Share of profit of equity-accounted investees					1
Income tax expense					(42)
<b>Profit/(Loss)</b>					<b>39</b>
Operating profit/(loss) (EBIT)	438	(100)	337	(83)	254
Depreciation, amortization and impairment <sup>1</sup>	671	91	762	5	767
<b>EBITDA</b>	<b>1,108</b>	<b>(9)</b>	<b>1,099</b>	<b>(78)</b>	<b>1,021</b>
Other segment information :					
Impairment charge/(reversal)	20	61	81	0	81

<sup>1</sup> Includes net impairment losses on financial and contract assets.

## Reconciliation of 2020 operating segments (Directional to IFRS)

	Reported segments under Directional reporting	Impact of lease accounting treatment	Impact of consolidation methods	Total Consolidated IFRS
<b>Revenue</b>				
Lease and Operate	1,699	(241)	303	1,761
Turnkey	669	1,050	16	1,735
<b>Total revenue</b>	<b>2,368</b>	<b>809</b>	<b>319</b>	<b>3,496</b>
<b>Gross margin</b>				
Lease and Operate	492	49	187	728
Turnkey	48	117	(5)	160
<b>Total gross margin</b>	<b>539</b>	<b>167</b>	<b>183</b>	<b>889</b>
<b>EBITDA</b>				
Lease and Operate	1,108	(303)	202	1,007
Turnkey	(9)	134	(11)	114
Other	(78)	-	(0)	(78)
<b>Total EBITDA</b>	<b>1,021</b>	<b>(169)</b>	<b>191</b>	<b>1,043</b>
<b>EBIT</b>				
Lease and Operate	438	55	186	678
Turnkey	(100)	113	(3)	10
Other	(83)	-	0	(83)
<b>Total EBIT</b>	<b>254</b>	<b>168</b>	<b>183</b>	<b>605</b>
Net financing costs	(175)	(31)	(51)	(257)
Share of profit of equity-accounted investees	1	-	15	17
Income tax expense	(42)	(3)	6	(38)
<b>Profit/(loss)</b>	<b>39</b>	<b>134</b>	<b>154</b>	<b>327</b>
Impairment charge/(reversal)	81	20	(8)	94

The reconciliation from Directional reporting to IFRS comprises two main steps:

- In the first step, those lease contracts that are classified and accounted for as finance lease contracts under IFRS are restated from an operating lease accounting treatment to a finance lease accounting treatment.
- In the second step, the consolidation method is changed i) from proportional consolidation to full consolidation for those Lease and Operate related subsidiaries over which the Company has control and ii) from proportional consolidation to the equity method for those Lease and Operate related investees that are classified as joint ventures in accordance with IFRS 11.

### Impact of lease accounting treatment

For the Lease and Operate segment, the restatement from an operating to a finance lease accounting treatment has the main following impacts for the 2020 period:

- Revenue reduced by US\$(241) million. This primarily resulted from the two following opposite effects:
  - A revenue of US\$249 million was accounted for under IFRS following the signature of an agreement for a five years' extension for the lease and operate contracts of the *FPSO Espirito Santo* located in Brazil. This additional revenue, recognized only under IFRS is reported as US\$127 million (the Company's ownership share) within the 'Impact of Lease accounting treatment' and US\$122 million (i.e. NCI ownership share) within the 'Impact of the consolidation method' in the above reconciliation table; and
  - During the lease period, under IFRS, the revenue from finance leases is limited to that portion of charter rates that is recognized as interest using the interest effective method. Under Directional reporting, in accordance with the operating lease treatment, the full charter rate is recognized as revenue, on a straight-line basis.
- Gross margin is increased by US\$49 million and EBIT is increased by US\$55 million. This again resulted from two opposite effects:

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- A Gross margin of US\$123 million was accounted for under IFRS following the extension for the lease and operate contracts of the *FPSO Espirito Santo*. This additional Gross Margin, recognized only under IFRS, is reported as US\$63 million (the company's ownership share) within the '*Impact of Lease accounting treatment*' and US\$60 million (NCI ownership share) within the '*Impact of the consolidation method*' in the above reconciliation table; and
- The amount of the (declining) interest recognized under IFRS is lower than the linear gross margin recognized under Directional for the related vessels. Under IFRS, gross margin and EBIT from finance leases equal the recognized revenue, therefore following the declining profile of the interest recognized using the interest effective method. On the other side, under the operating lease treatment applied under Directional, the gross margin and the EBIT correspond to the revenue and depreciation of the recognized PP&E, both accounted for on a straight-line basis over the lease period.

For the Turnkey segment, the restatement from operating to finance lease accounting treatment had the following impacts over the 2020 period:

- Revenue and gross margin increased by US\$1,050 million and US\$117 million respectively, mainly due to the accounting treatment of *Liza Unity* (FPSO), *Prosperity* (FPSO) and *FPSO Sepetiba* as finance leases under IFRS: Under IFRS, a finance lease is considered as if it was a sale of the asset leading to recognition of revenue during the construction of the asset corresponding to the present value of the future lease payments. This (mostly non-cash) revenue is recognized within the Turnkey segment.
- The basic impact on Turnkey EBIT and EBITDA is largely in line with the impact on gross margin.

As a result, the restatement from operating to finance lease accounting treatment results in an increase of net profit of US\$134 million under IFRS when compared with Directional reporting.

### Impact of consolidation methods

The impact of consolidation methods in the above table describes the net impact from:

- Proportionate consolidation to full consolidation for those Lease and Operate related subsidiaries over which the Company has control, resulting in an increase of revenue, gross margin, EBIT and EBITDA;
- Proportionate consolidation to the equity accounting method for those Lease and Operate related investees that are classified as joint ventures in accordance with IFRS 11, resulting in a decrease of revenue, gross margin, EBIT and EBITDA.

The impact of the changes in consolidation methods results in a net increase of revenue, gross margin, EBIT, EBITDA and net profit under IFRS when compared to Directional reporting. This reflects the fact that the majority of the Company's FPSOs, that are leased under finance lease contracts, are owned by subsidiaries over which the Company has control and which are consolidated using the full consolidation method under IFRS.

2019 operating segments (Directional)

	Lease and Operate	Turnkey	Reported segments	Other	Total Directional reporting
<b>Third party revenue</b>	<b>1,315</b>	<b>856</b>	<b>2,171</b>	-	<b>2,171</b>
Cost of sales	(921)	(726)	(1,647)	-	(1,647)
<b>Gross margin</b>	<b>394</b>	<b>130</b>	<b>524</b>	-	<b>524</b>
Other operating income/expense	1	6	6	88 <sup>1</sup>	<b>94</b>
Selling and marketing expenses	(1)	(47)	(48)	(0)	<b>(48)</b>
General and administrative expenses	(19)	(45)	(64)	(64)	<b>(128)</b>
Research and development expenses	(3)	(22)	(24)	(0)	<b>(24)</b>
Net impairment gains/(losses) on financial and contract assets	(3)	3	0	(0)	<b>(0)</b>
<b>Operating profit/(loss) (EBIT)</b>	<b>369</b>	<b>25</b>	<b>395</b>	<b>23</b>	<b>418</b>
Net financing costs					(142)
Share of profit of equity-accounted investees					1
Income tax expense					(42)
<b>Profit/(Loss)</b>					<b>235</b>
Operating profit/(loss) (EBIT)	369	25	395	23	<b>418</b>
Depreciation, amortization and impairment	473	28	500	3	503
<b>EBITDA</b>	<b>842</b>	<b>53</b>	<b>895</b>	<b>26</b>	<b>921</b>
Other segment information :					
Impairment charge/(reversal)	25	-	25	(0)	<b>25</b>

<sup>1</sup> Mainly includes a gain of US\$90 million on the purchase of additional shares in Cidade de Paraty, Cidade de Ilhabela, Cidade de Marica, Cidade de Saquarema and Capixaba.



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Reconciliation of 2019 operating segments (Directional to IFRS)

	Reported segments under Directional reporting	Impact of lease accounting treatment	Impact of consolidation methods	Total Consolidated IFRS
<b>Revenue</b>				
Lease and Operate	1,315	(261)	273	1,327
Turnkey	856	1,202	6	2,064
<b>Total revenue</b>	<b>2,171</b>	<b>941</b>	<b>279</b>	<b>3,391</b>
<b>Gross margin</b>				
Lease and Operate	394	(4)	177	567
Turnkey	130	240	(3)	367
<b>Total gross margin</b>	<b>524</b>	<b>236</b>	<b>174</b>	<b>933</b>
<b>EBITDA</b>				
Lease and Operate	842	(257)	197	783
Turnkey	53	238	(1)	290
Other	26	-	(90) <sup>1</sup>	(63)
<b>Total EBITDA</b>	<b>921</b>	<b>(18)</b>	<b>107</b>	<b>1,010</b>
<b>EBIT</b>				
Lease and Operate	369	4	176	549
Turnkey	25	236	(2)	259
Other	23	-	(90)	(66)
<b>Total EBIT</b>	<b>418</b>	<b>240</b>	<b>84</b>	<b>742</b>
Net financing costs	(142)	(31)	(70)	(243)
Share of profit of equity-accounted investees	1	-	42	43
Income tax expense	(42)	6	5	(31)
<b>Profit/(loss)</b>	<b>235</b>	<b>216</b>	<b>60</b>	<b>511</b>
Impairment charge/(reversal)	25	2	1	28

<sup>1</sup> Includes the removal of a gain of US\$90 million on purchase of shares in Cidade de Paraty, Cidade de Ilhabela, Cidade de Marica, Cidade de Saquarema and Capixaba.

## Reconciliation of 2020 statement of financial position (Directional to IFRS)

	Reported under Directional reporting	Impact of lease accounting treatment	Impact of consolidation methods	Total Consolidated IFRS
<b>ASSETS</b>				
Property, plant and equipment and Intangible assets <sup>1</sup>	6,133 <sup>2</sup>	(5,539)	(2)	592
Investment in associates and joint ventures	4	0	278	282
Finance lease receivables	0	4,941	1,546	6,487
Other financial assets	307 <sup>3</sup>	(209)	25	122
Construction work-in-progress	69	1,862	317	2,248
Trade receivables and other assets	860	(2)	(56)	802
Derivative financial instruments	137	-	(0)	137
Cash and cash equivalents	383	-	31	414
Assets held for sale	0	0	(0)	0
<b>Total Assets</b>	<b>7,894</b>	<b>1,053</b>	<b>2,138</b>	<b>11,085</b>
<b>EQUITY AND LIABILITIES</b>				
Equity attributable to parent company	858	1,694	4	2,556
Non-controlling interests	1	0	905	905
<b>Equity</b>	<b>858</b>	<b>1,694</b>	<b>909</b>	<b>3,462</b>
Borrowings and lease liabilities	4,476 <sup>4</sup>	-	1,147	5,623
Provisions	549	(205)	32	376
Trade payable and other liabilities	1,290	(51)	(32)	1,207
Deferred income	395	(386)	(3)	6
Derivative financial instruments	327	-	84	411
<b>Total Equity and Liabilities</b>	<b>7,894</b>	<b>1,053</b>	<b>2,138</b>	<b>11,085</b>

1 Under Directional, the cost related to the Brazilian local content penalty is capitalized in line with construction progress of related assets and presented in the statement of financial position under 'Property, plant and equipment and Intangible assets'.

2 Includes US\$1,759 million related to (i) units under construction (i.e. FPSOs Liza Unity, Prosperity and Sepetiba) and (ii) Gene tanker.

3 Includes US\$273 million related to demobilization receivable.

4 Includes US\$3,150 million non-recourse debt and US\$71 million lease liability.

Consistent with the reconciliation of the key income statement line items, the above table details:

- The restatement from the operating lease accounting treatment to the finance lease accounting treatment for those lease contracts that are classified and accounted for as finance lease contracts under IFRS; and
- The change from proportional consolidation to either full consolidation or equity accounting for investees related to Lease and Operate contracts.

### Impact of lease accounting treatment

For the statement of financial position, the main adjustments from Directional reporting to IFRS as of December 31, 2020 are:

- For those lease contracts that are classified and accounted for as finance lease contracts under IFRS, de-recognition of property, plant and equipment recognized under Directional reporting (US\$(5,539) million) and subsequent recognition of (i) finance lease receivables (US\$4,941 million) and (ii) construction work-in-progress (US\$1,862 million) for those assets still under construction.
- For operating lease contracts with non-linear bareboat day rates, a deferred income provision is recognized to show linear revenues under Directional reporting. This balance (US\$(386) million) is derecognized for the contracts that are classified and accounted for as finance lease contracts under IFRS.
- Restatement of the provisions for demobilization and associated non-current receivable assets, mainly impacting other financial assets (US\$(209) million) and provisions (US\$(205) million).

As a result, the restatement from operating to finance lease accounting treatment gives rise to an increase of equity of US \$1,694 million under IFRS compared with Directional reporting. This primarily reflects the earlier margin recognition on finance lease contracts under IFRS compared to Directional reporting.

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### Impact of consolidation methods

The above table of statement of financial position also describes the net impact of moving from proportionate consolidation to either full consolidation, for those lease related investees in which the Company has control, or equity accounting, for those investees that are classified as joint ventures under IFRS 11. The two main impacts are:

- Full consolidation of asset specific entities that mainly comprise finance lease receivables (representing the net present value of the future lease payments to be received) and non-recourse project debts.
- Derecognition of the individual line items from the statement of financial positions for those entities that are equity accounted under IFRS, rolling up in the line item 'Investment in associates and joint ventures'.

Reconciliation of 2020 cash flow statement (Directional to IFRS)

	Reported under Directional reporting	Impact of lease accounting treatment	Impact of consolidation methods	Total Consolidated IFRS
<b>EBITDA</b>	<b>1,021</b>	(169)	191	<b>1,043</b>
Adjustments for non-cash and investing items	52	4	(34)	23
Changes in operating assets and liabilities	(326)	(912)	(202)	(1,440)
Reimbursement finance lease assets	(0)	300	(13)	288
Income taxes paid	(51)	0	10	(42)
<b>Net cash flows from (used in) operating activities</b>	<b>696</b>	<b>(777)</b>	<b>(48)</b>	<b>(128)</b>
Capital expenditures	(871)	801	0	(70)
Other investing activities	34	4	15	53
<b>Net cash flows from (used in) investing activities</b>	<b>(837)</b>	<b>805</b>	<b>15</b>	<b>(17)</b>
Equity payment from/(repayment to) partners	-	-	(23)	(23)
Additions and repayments of borrowings and lease liabilities	534	0	139	673
Dividends paid to shareholders and non-controlling interests	(150)	-	(83)	(233)
Interest paid	(155)	(24)	(50)	(228)
Share repurchase program	(165)	-	-	(165)
Payments to non-controlling interests for change in ownership	(0)	-	28	28
<b>Net cash flows from (used in) financing activities</b>	<b>62</b>	<b>(24)</b>	<b>12</b>	<b>50</b>
Net cash and cash equivalents as at 1 January	458	-	48	506
Net increase/(decrease) in net cash and cash equivalents	(80)	0	(16)	(95)
Foreign currency variations	5	(0)	(0)	5
<b>Net cash and cash equivalents as at 31 December</b>	<b>383</b>	<b>-</b>	<b>31</b>	<b>414</b>

### Impact of lease accounting treatment

At net cash level, the difference in lease accounting treatment is neutral. The impact of the different lease accounting treatment under Directional reporting versus IFRS is limited to reclassifications between cash flow activities.

A large part of the capital expenditures (US\$801 million) are reclassified from investing activities under Directional, to net cash flows from operating activity under IFRS, where finance lease contracts are accounted for as construction contracts. Furthermore, the financing costs incurred during the construction of the FPSOs, which are capitalized under Directional as part of asset under construction (and therefore presented in investing activities) are reclassified to financing activities under IFRS.

The impact of the change of lease accounting treatment at EBITDA level is described in further detail in the earlier reconciliation of the Company's income statement.

### Impact of consolidation methods

The impact of the consolidation method on the cash flow statement is in line with the impact described for the statement of financial position. The full consolidation of asset specific entities, mainly comprising finance lease receivables and the related non-recourse project debts, results in increased additions and repayments of borrowings under IFRS versus Directional.

Reconciliation of 2019 statement of financial position (Directional to IFRS)

	Reported under Directional reporting	Impact of lease accounting treatment	Impact of consolidation methods	Total Consolidated IFRS
<b>ASSETS</b>				
Property, plant and equipment and Intangible assets <sup>1</sup>	5,849 <sup>2</sup>	(4,896)	76	1,028
Investment in associates and joint ventures	14	-	312	325
Finance lease receivables	(0)	5,214	1,481	6,694
Other financial assets	290	(180)	23	134
Construction work-in-progress	125	803	44	973
Trade receivables and other assets	633	(0)	(50)	583
Derivative financial instruments	43	-	(0)	43
Cash and cash equivalents	458	-	48	506
Assets held for sale	1	-	-	1
<b>Total Assets</b>	<b>7,414</b>	<b>940</b>	<b>1,933</b>	<b>10,287</b>
<b>EQUITY AND LIABILITIES</b>				
Equity attributable to parent company	1,179	1,532	36	2,748
Non-controlling interests	0	0	864	865
<b>Equity</b>	<b>1,179</b>	<b>1,532</b>	<b>901</b>	<b>3,613</b>
Loans and borrowings	3,918 <sup>3</sup>	-	1,004	4,922
Provisions	428	(150)	5	283
Trade payable and other liabilities	1,213	(68)	(123)	1,022
Deferred income	486	(374)	95	207
Derivative financial instruments	190	-	51	241
<b>Total Equity and Liabilities</b>	<b>7,414</b>	<b>940</b>	<b>1,933</b>	<b>10,287</b>

1 Under Directional, the cost related to the Brazilian local content penalty is capitalized in line with construction progress of related assets and presented in the statement of financial position under 'Property, plant and equipment and Intangible assets'.

2 Includes US\$1,537 million related to (i) Liza Destiny (FPSO) (ii) units under construction (i.e. FPSO Liza Unity, Prosperity and Sepetiba) and (iii) Gene tanker.

3 Includes US\$2,851 million non-recourse debt and US\$173 million lease liability

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### Reconciliation of 2019 cash flow statement (Directional to IFRS)

	Reported under Directional reporting	Impact of lease accounting treatment	Impact of consolidation methods	Total Consolidated IFRS
<b>EBITDA</b>	<b>921</b>	(18)	107	<b>1,010</b>
Adjustments for non-cash and investing items	(71) <sup>1</sup>	21	87	37
Changes in operating assets and liabilities	(414)	(901)	(121)	(1,435)
Reimbursement finance lease assets	(0)	196	2	197
Income taxes paid	(35)	-	7	(29)
<b>Net cash flows from (used in) operating activities</b>	<b>401</b>	<b>(703)</b>	<b>81</b>	<b>(220)</b>
Capital expenditures	(764)	725	(0)	(39)
Acquisition of shares in co-owned entities	(125) <sup>2</sup>	-	125	(0)
Other investing activities	93	(0)	228	321
<b>Net cash flows from (used in) investing activities</b>	<b>(796)</b>	<b>725</b>	<b>353</b>	<b>282</b>
Equity payment from/repayment to partners	-	-	82	82
Additions and repayments of borrowings and loans	627	0	(276)	351
Dividends paid to shareholders non-controlling interests	(74)	-	(34)	(108)
Interest paid	(150)	(23)	(71)	(244)
Share repurchase program	(196)	-	-	(196)
Payments to non-controlling interests for change in ownership	(0)	-	(149)	(149) <sup>3</sup>
<b>Net cash flows from (used in) financing activities</b>	<b>207</b>	<b>(23)</b>	<b>(448)</b>	<b>(264)</b>
Net cash and cash equivalents as at 1 January	657	-	62	718
Net increase/(decrease) in net cash and cash equivalents	(189)	-	(13)	(202)
Foreign currency variations	(10)	-	1	(9)
<b>Net cash and cash equivalents as at 31 December</b>	<b>458</b>	<b>-</b>	<b>48</b>	<b>506</b>

1 Includes a gain of US\$90 million on the purchase of additional shares in Cidade de Paraty, Cidade de Ilhabela, Cidade de Marica, Cidade de Saquarema and Capixaba.

2 Includes US\$149 million for the purchase of shares in Cidade de Paraty, Cidade de Ilhabela, Cidade de Marica, Cidade de Saquarema and Capixaba net of acquired cash.

3 Includes US\$149 million for the purchase of shares in Cidade de Paraty, Cidade de Ilhabela, Cidade de Marica, Cidade de Saquarema and Capixaba.

### Deferred income (Directional)

	31 December 2020	31 December 2019
Within one year	82	98
Between 1 and 2 years	67	93
Between 2 and 5 years	133	188
More than 5 years	113	108
<b>Balance at 31 December</b>	<b>395</b>	<b>486</b>

The Directional deferred income is mainly related to the revenue of those lease contracts, which include a decreasing day-rate schedule. As revenue is recognized in the income statement on a straight-line basis with reference to IFRS 16 'Leases', the difference between the yearly straight-line revenue and the contractual day rates is included as deferred income. The deferral will be released through the income statement over the remaining duration of the relevant lease contracts.

## GEOGRAPHICAL INFORMATION

The classification by country is determined by the final destination of the product for both revenues and non-current assets.

The revenue by country is analyzed as follows:

### 2020 geographical information (revenue by country and segment)

	Directional			IFRS		
	Lease and Operate	Turnkey	Reported segments	Lease and Operate	Turnkey	Reported segments
Brazil	834	258	1,092	1,254	759	2,014
Guyana	209	141	350	135	701	836
Canada	224	2	227	224	2	227
Angola	195	7	202	0	10	10
Norway	-	114	114	-	114	114
Equatorial Guinea	97	8	105	88	8	96
Malaysia	81	9	91	1	11	12
China	-	33	33	-	33	33
The United States of America	33	2	35	33	2	35
Gabon	-	21	21	-	21	21
Korea	-	19	19	-	19	19
Nigeria	-	14	14	-	14	14
Other	25	42	67	25	42	67
<b>Total revenue</b>	<b>1,699</b>	<b>669</b>	<b>2,368</b>	<b>1,761</b>	<b>1,735</b>	<b>3,496</b>

### 2019 geographical information (revenue by country and segment)

	Directional			IFRS		
	Lease and Operate	Turnkey	Reported segments	Lease and Operate	Turnkey	Reported segments
Brazil	759	42	801	1,050	117	1,167
Guyana	8	293	300	5	1,417	1,422
Norway	-	246	246	-	246	246
Angola	178	8	186	0	13	13
Canada	135	1	136	135	1	136
The United States of America	41	71	112	41	71	112
Malaysia	85	18	103	0	22	22
China	-	95	95	-	95	95
Equatorial Guinea	88	1	89	74	0	75
Virgin Islands	-	13	13	-	13	13
Nigeria	-	23	23	-	23	23
Other	22	46	67	22	46	67
<b>Total revenue</b>	<b>1,315</b>	<b>856</b>	<b>2,171</b>	<b>1,327</b>	<b>2,064</b>	<b>3,391</b>

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The non-current assets by country are analyzed as follows:

Geographical information (non-current assets by country)

	31 December 2020		31 December 2019	
	IFRS	DIR	IFRS	DIR
Brazil	5,709	3,933	6,050	3,656
Guyana	791	1,817	873	1,432
Angola	257	269	242	323
Equatorial Guinea	87	138	106	160
Switzerland	66	79	49	50
Monaco	57	57	66	67
Malaysia	57	43	93	61
The United States of America	50	51	87	65
Canada	28	28	182	182
Other	141	114	142	170
<b>Total</b>	<b>7,243</b>	<b>6,528</b>	<b>7,891</b>	<b>6,166</b>

### RELIANCE ON MAJOR CUSTOMERS

Under Directional, two customers each represent more than 10% of the consolidated revenue. Total revenue from these two major customers amounts to US\$1,469 million (US\$1,023 million and US\$446 million, respectively). In 2019, the revenue related to the three major customers was US\$1,339 million (US\$703 million, US\$385 million and US\$250 million, respectively). In 2020 and 2019, the revenue of these major customers was predominantly related to the Lease and Operate segment.

Under IFRS, three customers each represent more than 10% of the consolidated revenue. Total revenue from these major customers amounts to US\$2,879 million (US\$1,661 million, US\$867 million and US\$352 million respectively). In 2019 two customers accounted for more than 10% of the consolidated revenue (US\$2,393 million), respectively for US\$1,450 million and US\$943 million.

### 4.3.3 REVENUE

The Company's revenue mainly originates from construction contracts and lease and operate contracts. Revenue originating from construction contracts is presented in the Turnkey segment while revenue from lease and operate contracts is presented in the Lease and Operate segment. Around 65% of the Company's 2020 lease and operate revenue is made of charter rates related to lease contracts while the remaining amount originates from operating contracts. The Company recognizes most of its revenue (i.e. around 90%) over time.

The Company's policy regarding revenue recognition is described in further detail in note 4.2.7 B. Critical Accounting Policies – (d) Revenue. Due to COVID-19 pandemic, the Company incurred additional costs in order to satisfy its performance obligation on some of its construction contracts mainly due to limited delay in the project delivery following lockdown periods, international travel restrictions and remote working. Those additional costs contribute to the progress of transfer of control of the construction asset to the customer over the construction period and have therefore been considered as part of the revenue recognition over time. The related amount recognized as revenue in 2020 is less than 1% of total 2020 revenue. For the disaggregation of total revenue by country and by segment, please refer to Geographical Information under note 4.3.2 Operating Segments and Directional Reporting and 4.3.1 Financial Highlights.

The Company's construction contracts can last for multiple years depending on the type of product, scope and complexity of the project while the Company's Lease and Operate contracts are generally multiple-year contracts. As a result, the Company has (partially) outstanding performance obligations to its clients (unsatisfied performance obligations) at December 31, 2020. These unsatisfied performance obligations relate to:

- Ongoing construction contracts, including the construction of vessels under finance lease that still need to be completed;
- Ongoing multiple-year operating contracts. Note that for this specific disclosure on unsatisfied performance obligations, the lease component of the Lease and Operate contracts is excluded (this component being described in further detail in notes 4.3.13 Property, Plant and Equipment and 4.3.15 Finance Lease Receivables). As noted, some contracts include (performance) bonuses when earned or penalties incurred under the Company's Lease and Operate contracts. The

Company recognizes revenues for such items at a point in time. The amount of performance-related payments for 2020 was US\$68 million (2019: US\$88 million).

The following table presents the unsatisfied performance obligations as at December 31, 2020 (in billions of US\$):

Unsatisfied performance obligations related to:	2020	2019
- constructions contracts including finance leases	3.0	3.1
- operating contracts	7.0	7.4
<b>Total</b>	<b>10.0</b>	<b>10.5</b>

The unsatisfied performance obligations for the committed construction contracts relate mostly to three major construction FPSO contracts. Revenue related to these construction contracts is expected to be recognized over the coming four years in line with the construction progress on these projects.

The unsatisfied performance obligations for the operating contracts relate to i) the Company's vessels leased to clients where the Company is the operator (both operating and finance lease contracts) and ii) one operating contract for operating services on a vessel that is owned by the client. The operating contracts end between 2022 and 2045. The Company will recognize the unsatisfied performance obligation over this period in line with the work performed.

The Company can agree on various payment arrangements which generally reflect the progress of delivered performance obligations. However, if the Company's delivered performance obligation exceeds instalments invoiced to the client, a 'Construction work-in-progress' (contract asset) is recognized (see note 4.3.20 Construction Work-In-Progress). If the instalments invoiced to the client exceed the work performed, a contract liability is recognized (see note 4.3.27 Trade and Other Payables).

As a result of various commercial discussions with clients, the Company recognized revenue amounting to US\$28 million in 2020 (2019: US\$16 million) originating from performance obligations satisfied in previous periods.

Lease revenue recognized for leases where the Company is the lessor, for both operating and finance leases, relates to fixed and variable lease payments. Most of the Company's revenue from lease contracts is based on fixed day rates. To the extent that lease payments are dependent on an index or a rate, they are excluded from the initial recognition of the lease payments receivable.

#### 4.3.4 OTHER OPERATING INCOME AND EXPENSE

	2020	2019
Insurance claim income	-	5
Gains from sale of financial participations, property, plant and equipment	(1)	0
Other operating income	5	2
<b>Total other operating income</b>	<b>4</b>	<b>7</b>
Other operating expenses	(1)	(2)
Impairment of other assets and onerous contracts	(10)	-
Restructuring expenses	(46)	(0)
<b>Total other operating expense</b>	<b>(57)</b>	<b>(2)</b>
<b>Total</b>	<b>(53)</b>	<b>5</b>

##### Restructuring of the Company

In 2020, the Company incurred restructuring expenses. The Company took action to reorganize the allocation of activities in centers in order to become more efficient. Compared with year-end 2019, the reorganization led to a reduction of approximately 600 positions. The related restructuring severance costs expense totaled US\$46 million in 2020. As a result of the restructuring, the Company also impaired right-of-use assets on buildings and recognized an onerous provision for a total amount of US\$10 million.



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### Acquisition of 75% equity ownership in OS Installer Limited

The Company acquired the remaining 75% equity ownership in OS Installer Limited for a consideration of US\$34 million on September 30, 2020. The net impact between (i) the financial consideration paid to acquire the 75% share in OS Installer Limited, (ii) the recognition of the acquired assets and liabilities and (iii) the derecognition of lease liability and previously held investment, has been recognized in the line item 'Other operating income' for US\$3 million. Please refer to note 4.3.13 Property, Plant and Equipment.

### 4.3.5 EXPENSES BY NATURE

The table below sets out expenses by nature for all items included in EBIT for the years 2020 and 2019:

	Note	2020	2019
Expenses on construction contracts		(1,245)	(1,319)
Employee benefit expenses	4.3.6	(614)	(575)
Vessels operating costs		(378)	(312)
Depreciation, amortization and impairment		(439)	(268)
Selling expenses		(24)	(30)
Other costs		(189)	(153)
<b>Total expenses</b>		<b>(2,891)</b>	<b>(2,657)</b>

In 2020, expenses on construction contracts decreased by 6% reflecting the lower activity on Turnkey projects.

Vessel operating costs have increased as a result of *Liza Destiny* (FPSO) first oil at the end of 2019, additional maintenance costs and costs related to preventive measures implemented as a result of COVID-19.

Depreciation, amortization and impairment was impacted in 2020 by the following non-recurring items:

- The depreciation of US\$(78) million for Deep Panuke MOPU following the end of the lease period;
- A full impairment of US\$(57) million of the SBM Installer installation vessel; and
- Other impairments of US\$(29) million (individually not material) relating to: (i) partial impairment of two units and (ii) increased impairment loss on financial assets.

Expenses related to short-term leases and leases of low value assets amounted to US\$5 million in 2020 (2019: US\$6 million).

The increase in Other costs is mainly driven by the impact of the 2020 restructuring severance costs of US\$46 million.

### 4.3.6 EMPLOYEE BENEFIT EXPENSES

Information with respect to employee benefits expenses are detailed as follows:

	Note	2020	2019
Wages and salaries		(353)	(329)
Social security costs		(53)	(54)
Contributions to defined contribution plans		(35)	(33)
Contributions to defined benefit plans		(1)	(3)
Share-based payment cost		(27)	(17)
Contractors costs		(84)	(88)
Other employee benefits		(60)	(51)
<b>Total employee benefits</b>	4.3.5	<b>(614)</b>	<b>(575)</b>

Contractors costs include expenses related to contractor staff not on the Company's payroll. Other employee benefits mainly include commuting, training, expatriate and other non-wage compensation costs.

## DEFINED CONTRIBUTION PLAN

The contributions to defined contribution plans includes the Company participation in the Merchant Navy Officers Pension Fund (MNOFF). The MNOFF is a defined benefit multi-employer plan, which is closed to new members. The fund is managed by a corporate Trustee, MNOFF Trustees Limited, and provides defined benefits for nearly 23,447 (2019: 25,688) Merchant Navy Officers and their dependents out of which approximately 29 (2019: 90) are SBM Offshore former employees.

The Trustee apportions its funding deficit between Participating Employers, based on the portions of the Fund's liabilities, which were originally accrued by members in service with each employer. When the Trustee determines that contributions are unlikely to be recovered from a Participating Employer, it can re-apportion the deficit contributions to other Participating Employers.

Entities participating in the MNOFF are exposed to the actuarial risk associated with the current and former employees of other entities through exposure to their share of the deficit those other entities default. As there is only a notional allocation of assets and liabilities to any employer, the Company is accounting for the MNOFF in its financial statements as if it was a defined contribution scheme. There are no contributions to the plan agreed at present.

## DEFINED BENEFIT PLANS AND OTHER LONG-TERM BENEFITS

The employee benefits provisions recognized in accordance with accounting principles, relate to:

	<i>Note</i>	2020	2019
Pension plan		6	6
Lump sums on retirement		11	7
<b>Defined benefit plans</b>		<b>17</b>	<b>13</b>
Long-service awards		17	14
<b>Other long-term benefits</b>		<b>17</b>	<b>14</b>
<b>Employee benefits provisions</b>	<i>4.3.26</i>	<b>34</b>	<b>28</b>

The defined benefit plan provision is partially funded as follows:

Benefit asset/liability included in the statement of financial position

	31 December 2020			31 December 2019		
	Pension plans	Lump sums on retirement	Total	Pension plans	Lump sums on retirement	Total
Defined benefit obligation	39	11	50	38	7	45
Fair value of plan assets	(33)	-	(33)	(32)	-	(32)
<b>Benefit (asset)/liability</b>	<b>6</b>	<b>11</b>	<b>17</b>	<b>6</b>	<b>7</b>	<b>13</b>

The main assumptions used in determining employee benefit obligations for the Company's plans are shown below:

Main assumptions used in determining employee benefit obligations

<i>in %</i>	2020	2019
Discount rate	0.00-1.00	0.25 - 2.00
Inflation rate	1.75	1.00 - 1.75
Discount rate of return on plan assets during financial year	0.00	0.50
Future salary increases	1.00 - 3.00	1.00 - 3.00
Future pension increases	-	-

The overall expected rate of return on assets is determined based on the market prices prevailing on that date, applicable to the period over which the obligation is to be settled.

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### REMUNERATION OF THE KEY MANAGEMENT PERSONNEL OF THE COMPANY

The remuneration of key management personnel of the Company paid during the year, including pension costs and performance related Short-Term Incentives (STI), amounted to US\$19 million (2019: US\$19 million). There are no loans outstanding to the members of the key management or guarantees given on behalf of members of the key management.

The performance-related part of the remuneration, comprising Value Creation Stake and STI components, was 68% (2019: 70%). The Management Board's remuneration (which is Euro denominated) increased in 2020 versus 2019, explained by an increase in remuneration for two members and a higher fair value of the Value Creation Stake.

The total remuneration and associated costs of the Management Board and other key management personnel (members of the Executive Committee) is specified as follows:

#### Remuneration key management personnel

in thousands of US\$	Base salary	STI <sup>1</sup>	Sharebased compensation <sup>2</sup>	Other <sup>3</sup>	Pensions <sup>4</sup>	Total remuneration
<b>Management Board Members</b>						
2020	3,002	3,094	6,177	514	814	13,601
2019	2,651	2,532	6,513	439	713	12,848
<b>Other key personnel<sup>5</sup></b>						
2020	2,514	427	1,492	564	204	5,201
2019	2,254	1,028	1,170	1,358	130	5,940
<b>Total 2020</b>	<b>5,516</b>	<b>3,522</b>	<b>7,669</b>	<b>1,078</b>	<b>1,018</b>	<b>18,803</b>
<b>Total 2019</b>	<b>4,905</b>	<b>3,560</b>	<b>7,683</b>	<b>1,798</b>	<b>842</b>	<b>18,789</b>

1 For the Management Board this represents the actual STI approved by the Supervisory Board, which has been accrued over the calendar year, payment of which will be made in the following year.

2 This share-based compensation represents the period expense of share-based payments in accordance with IFRS 2.

3 Consisting of social charges, lease car expenses, and other allowances.

4 This represents company contributions to defined contribution pension plans; in case of absence of a qualifying pension scheme such contribution is paid gross, withholding wage tax at source borne by the individuals.

5 The definition of 'Other key personnel' is aligned with the Executive Committee, as disclosed on the Company's website.

The table above represents the total remuneration in US dollar, being the reporting currency of the Company.

The following table represents the movements during 2020 of all unvested shares of (former) Management Board members (the total number of vested shares held by (former) Management Board members are reported in note 4.3.23 Equity Attributable to Shareholders). Unvested LTI shares in the columns Outstanding at the beginning and/or end of the year, are reported at the Target LTI numbers. The actual vesting hereof in the year is shown for the actual number as per the outcome of the performance criteria as per the Remuneration Policy. As at December 31, 2020 there are no share-based incentives outstanding:

Shared-based incentives	Outstanding at the beginning of period	Granted	Vested	Outstanding at the end of period
2020	247,689	-	247,689	-
2019	574,062	-	326,373	247,689

### SHORT-TERM INCENTIVE PROGRAM OF THE MANAGEMENT BOARD

The Short-Term Incentive Program is based upon the short-term operational performance, which includes three sets of Performance Indicators as noted below:

- Profitability;
- Growth;
- Health, Safety, Social and Environment (HSSE).

The Supervisory Board may adjust the outcome of the STI down by 10%. Any such adjustment would be reported in the Remuneration Report. No such reduction has been made for 2020 or 2019.

For 2020 (equal to 2019), the Supervisory Board concluded that the Company's performance indicators had outcomes ranging from below threshold to maximum. For the year 2020 a total of seven performance indicators were established (2019: seven). The Company's performance resulted in performance of 122% (2019: 115%) of salary for the CEO and 92% (2019: 86%) for the other Management Board members.

## VALUE CREATION STAKE SHARES OF THE MANAGEMENT BOARD

Under the Remuneration Policy 2018, the members of the Management Board are entitled to a Value Creation Stake, being a number of shares determined by a four-year average share price (volume weighted). These shares vest immediately upon the award date, and must be retained for five years from the vesting date, or – in the event of retirement or termination – two years after such event.

Number of issued shares	2020	2019
<b>Total 2020</b>	324,875	320,330

The number of shares granted is based upon 175% of the individual's base salary and determined by the 4-year average volume-weighted share price (VWAP) over the years 2016 through 2019 (2019: 2015 through 2018), being EUR14.16 (2019: EUR12.92). The fair value of these shares upon issue was EUR16.74, being the opening share price of January 2, 2020 (2019: EUR 12.67). For the additional Value Creation Stake shares granted following the decision on the salary increase of two Management Board members the fair value upon issue was EUR15.65, being the opening share price of November 12, 2020.

## RESTRICTED SHARE UNIT (RSU) PLANS

The number of shares granted under the RSU plan in 2020 was 638,780 (2019: 601,200), with the three year employment period starting on January 1, 2020 (2019: January 1, 2019).

The annual RSU award is based on individual performance. The RSU plans themselves have no performance condition, only a service condition, and will vest at the end of three years continuing service. The fair value is determined based on the share price at the grant dates, with an adjustment for the present value of the expected dividends during the vesting period.

	2020	2019
RSU grant date fair value per share	€ 10.41	€ 11.80

For RSUs, an average annual forfeiture percentage (based on expectations on for example the number of employees leaving the Company before the vesting date of their respective RSU plan) of 5% is assumed. The Company periodically reviews this estimate and aligns to the actual forfeitures.

## OWNERSHIP SHARES

Ownership Shares is an annual award in shares to compensate the overall STI target reduction of 3-6% of annualized gross salary under the Company's 2019 STI plan awarded to employees based on seniority. The Ownership Shares have no performance conditions, only a service condition. The Ownership Shares are subject to a three-year holding requirement after the grant date. This means that a fixed population of onshore employees, based on seniority in the Company, are eligible to the Ownership Shares equal to 4-8% of annualized gross salary.

The total number of Ownership Shares that vested during 2020 was 95,681 shares (2019: 113,877). The fair value of the Ownership Shares is measured at the opening share price of April 1, 2020.

	2020	2019
Ownership Shares grant date fair value per share	€ 11.78	€ 14.08

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### MATCHING SHARES

Under the STI plans for the management and staff of the Company, 20% of the STI is or can be paid in shares. Subject to a vesting period of four years, an identical number of shares (matching shares) will be issued to participants, assuming a probability of 95%. The grant date fair value is measured indirectly based on the grant date price of the equity instrument, with an adjustment for the present value of the expected dividends during the vesting period.

The assumptions included in the calculation for the matching shares are:

	2020	2019
Matching shares grant date fair value per share	€ 10.75	€ 15.67

### TOTAL SHARE-BASED PAYMENT COSTS

The amounts recognized in operating profit for all share-based payment transactions have been summarized by taking into account both the provisional awards for the current year and the additional awards related to prior years. Total share-based compensation has increased in comparison to 2019.

2020	Performance shares and RSU/Value Creation Stake	Matching shares	Total
Instruments granted	15,288	4,780	20,068
<b>Total expenses 2020</b>	<b>15,288</b>	<b>4,780</b>	<b>20,068</b>

2019	Performance shares and RSU/Value Creation Stake	Matching shares	Total
Instruments granted	13,211	2,050	15,262
Performance conditions	1,795	0	1,795
<b>Total expenses 2019</b>	<b>15,007</b>	<b>2,050</b>	<b>17,057</b>

Rules of conduct with regard to inside information are in place to ensure compliance with the act on financial supervision. For example these rules forbid the exercise of options or other financial instruments during certain periods, more specifically when an employee is in possession of price-sensitive information.

The movement in the outstanding number of shares which could potentially vest at a point in time under the Company share-based payment plans is illustrated in the following table.

in number of shares	2020	2019
<b>Outstanding at 1 January</b>	<b>1,991,476</b>	<b>2,406,331</b>
Granted	1,631,655	1,581,616
Vested	(955,922)	(1,935,761)
True-up at vesting		(11,755)
Cancelled or forfeited	(136,873)	(48,955)
<b>Total movements</b>	<b>538,860</b>	<b>(414,855)</b>
<b>Outstanding at 31 December</b>	<b>2,530,336</b>	<b>1,991,476</b>

### REMUNERATION OF THE SUPERVISORY BOARD

The remuneration of the Supervisory Board amounted to EUR741,000 (2019: EUR778,000) and can be specified as follows:

in thousands of EUR	2020			2019		
	Basic remuneration	Committees	Total	Basic remuneration	Committees	Total
<b>Total</b>	<b>659</b>	<b>82</b>	<b>741</b>	<b>684</b>	<b>94</b>	<b>778</b>

There are no share-based incentives granted to the members of the Supervisory Board. Nor are there any loans outstanding to the members of the Supervisory Board or guarantees given on behalf of members of the Supervisory Board.

## NUMBER OF EMPLOYEES

Number of employees (by operating segment)

By operating segment:	2020		2019	
	Average	Year-end	Average	Year-end
Lease and Operate	1,714	1,772	1,596	1,656
Turnkey	1,790	1,796	1,620	1,783
Other	473	470	409	475
<b>Total excluding employees working for JVs and associates</b>	<b>3,976</b>	<b>4,038</b>	<b>3,624</b>	<b>3,914</b>
Employees working for JVs and associates	531	536	635	525
<b>Total</b>	<b>4,507</b>	<b>4,574</b>	<b>4,259</b>	<b>4,439</b>

Number of employees (by geographical area)

By geographical area:	2020		2019	
	Average	Year-end	Average	Year-end
the Netherlands	444	435	414	453
Worldwide	3,532	3,603	3,211	3,461
<b>Total excluding employees working for JVs and associates</b>	<b>3,976</b>	<b>4,038</b>	<b>3,624</b>	<b>3,914</b>
Employees working for JVs and associates	531	536	635	525
<b>Total</b>	<b>4,507</b>	<b>4,574</b>	<b>4,259</b>	<b>4,439</b>

The figures exclude fleet personnel hired through crewing agencies as well as other agency and freelance staff for whom expenses are included within other employee benefits. Despite the restructuring of the Company, the increase in headcount is due to the ramp-up of the center located in India, supporting the Company's Engineering, Procurement and Construction ('EPC') activities and fleet support for operations as well as an increase in onshore and offshore staff linked to *Liza Destiny* (FPSO). The departures linked to the 2020 restructuring of the Company were not all effective as per December 31, 2020.

### 4.3.7 RESEARCH AND DEVELOPMENT EXPENSES

Research and development expenses amounted to US\$(24) million (2019: US\$(24) million) and mainly relate to the internal projects 'Digital FPSO' and Renewables development costs.

The amortization of development costs recognized in the statement of financial position is allocated to cost of sales when the developed technology is used through one or several projects. Otherwise, it is allocated to research and development expenses.

### 4.3.8 NET IMPAIRMENT GAINS/(LOSSES) ON FINANCIAL AND CONTRACT ASSETS

In the context of the COVID-19 pandemic and low oil prices, during the year 2020 companies were experiencing conditions often associated with a general economic downturn. In a very short period of time, the credit ratings of various oil companies deteriorated and they announced significant cost reductions and other measures to preserve their liquidity. In response to this situation, the Company (i) reassessed whether there is a significant increase in credit risk related to its financial assets as of December 31, 2020, and (ii) updated estimates in terms of 'probability of default' and 'loss given default' in order to determine the expected credit losses.

#### Finance Lease Receivables

There was no payment default on any finance lease contracts over the period. In addition, despite the overall economic downturn, the Company concluded that the counterparties of the finance lease receivables still have a strong capacity to meet their contractual cash flow obligations based on existing contractual arrangements, which include parent company guarantees. Based on the available forward-looking information related to the oil price, it is also assumed that none of the assets leased under the Company's finance lease contracts would become un-economic to operate for its clients.

Therefore, the Company concludes that (i) the credit risk has not increased significantly since the initial recognition of the finance lease receivable, and (ii) the finance lease receivables still have a low credit risk as of December 31, 2020.

## 4 CORPORATE STATEMENTS 2020

### Construction Work-in-Progress and Trade Receivables

As for the finance leases, there was no payment default (including overdue of more than 90 days) on any material trade receivables over the period. The Company performed as usual a detailed analysis of the credit risks associated with material trade receivables balances as at the reporting date. This did not result in any significant impairment losses over the period.

### Other Financial Assets

Overall, the reassessment of the expected credit losses of other financial assets resulted in a limited impact, except for the impairment of one long-term receivable amounting to US\$11 million. This was the result of a significant downgrade in the credit rating of the main producer of one of the units, resulting in a full impairment of the main producer's contribution to the long-term receivable.

Impairments of financial assets and contract assets which relate to credit risk as per IFRS 9 requirements are recognized in a dedicated line of the income statement: 'Net impairment losses on financial and contract assets'. Impairments resulting from commercial disputes and other business decisions are not included in this dedicated line of the income statement.

During the year, the following gains/(losses) related to credit risks were recognized:

	2020	2019
Impairment losses		
- Movement in loss allowance for trade receivables	(1)	3
- Movement in loss allowance for construction work-in-progress	(4)	0
- Movement in loss allowance for finance lease receivables	(1)	0
- Movement in loss allowance for other assets	(18)	(1)
<b>Net impairment gains/(losses) on financial and contract assets</b>	<b>(24)</b>	<b>3</b>

During the year 2020, the Company recognized US\$(24) million net impairment loss on financial and contract assets.

The limited amount of loss allowance recognized by the Company over 2020 reflects the creditworthiness of the Company's client portfolio.

### 4.3.9 NET FINANCING COSTS

	2020	2019
Interest income on loans & receivables	3	10
Interest income on investments	3	10
Net foreign exchange gain	2	10
Other financial income	1	1
<b>Financial income</b>	<b>9</b>	<b>31</b>
Interest expenses on financial liabilities at amortized cost	(181)	(247)
Interest expenses on hedging derivatives	(76)	(17)
Interest expenses on lease liabilities	(5)	(6)
Interest addition to provisions	(1)	(2)
Net loss on financial instruments at fair value through profit and loss	0	(0)
Net cash flow hedges ineffectiveness	(3)	(3)
Net foreign exchange loss	0	0
<b>Financial expenses</b>	<b>(265)</b>	<b>(274)</b>
<b>Net financing costs</b>	<b>(257)</b>	<b>(243)</b>

The increase in net financing costs is mainly due to: (i) the decrease of interest income on investments due to lower interest rates (US\$ LIBOR) in 2020; (ii) the decrease of interest income on loans and receivables resulting from the repayment of loans from Sonasing Xikomba Ltd (the entity that owns the *N'Goma FPSO*), following optimization of the non-recourse project loan in 2019 and; (iii) the decrease of the net foreign exchange gain related to the reduction of index-linked term deposits protecting the Company against Kwanza devaluation for its cash held in Angola.

As a result of the Company's hedging policy, the decrease of Libor 3M in 2020 had a limited impact on Financial expenses as it led both to a decrease of Interest expenses on financial liabilities at amortized costs and to an increase of interest expenses on hedging derivatives.

### 4.3.10 INCOME TAX EXPENSE

The relationship between the Company's income tax expense and profit before income tax (referred to as 'effective tax rate') can vary significantly from period to period considering, among other factors: (i) changes in the blend of income that is taxed based on revenues versus profit; (ii) the different statutory tax rates in the location of the Company's operations and (iii) the possibility to recognize deferred tax assets on tax losses to the extent that suitable future taxable profits will be available.

Some of the taxes are withholding taxes (paid on revenues). The assessment of whether the withholding tax is in scope of IAS 12 is judgmental; the Company performed this assessment in the past and some of the withholding taxes that the Company pays in certain countries qualify as income taxes as it creates an income tax credit or it is considered as deemed profit taxation.

Consequently, income tax expense does not change proportionally with profit before income taxes. Significant decreases in profit before income tax typically lead to a higher effective tax rate, while significant increases in profit before income taxes can lead to a lower effective tax rate, subject to the other factors impacting income tax expense noted above. Additionally, where a deferred tax asset is not recognized on a loss carry forward, the effective tax rate is impacted by the unrecognized tax loss.

The components of the Company's income taxes were as follows:

#### Income tax recognized in the consolidated Income Statement

	<i>Note</i>	<b>2020</b>	<b>2019</b>
Corporation tax on profits for the year		(47)	(38)
Adjustments in respect of prior years		(1)	(2)
<b>Total current income tax</b>		<b>(48)</b>	<b>(40)</b>
Deferred tax	<i>4.3.17</i>	10	9
<b>Total</b>		<b>(38)</b>	<b>(31)</b>

The Company's operational activities are subject to taxation at rates, which range up to 35% (2019: 35%).

For the year ended December 31, 2020, the respective tax rates, the change in the blend of income tax based on income withholding tax and deemed profit assessment versus income tax based on net profit, the unrecognized deferred tax asset on certain tax losses, tax-exempt profits and non-deductible costs resulted in an effective tax on continuing operations of 11% (2019: 6.2%).



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The reconciliation of the effective tax rate is as follows:

Reconciliation of total income tax charge

	2020		2019	
	%		%	
<b>Profit/(Loss) before income tax</b>		<b>366</b>		<b>542</b>
Share of profit of equity-accounted investees		17		43
<b>Profit/(Loss) before income tax and share of profit of equity-accounted investees</b>		<b>349</b>		<b>500</b>
Income tax using the domestic corporation tax rate (25% for the Netherlands)	25%	(87)	25%	(125)
<b>Tax effects of :</b>				
Different statutory taxes related to subsidiaries operating in other jurisdictions	(24%)	82	(10%)	52
Withholding taxes and taxes based on deemed profits	5%	(18)	4%	(21)
Non-deductible expenses	20%	(71)	2%	(10)
Non-taxable income	(25%)	87	(18%)	88
Adjustments related to prior years	0%	(1)	0%	(2)
Adjustments recognized in the current year in relation to deferred income tax of previous year	(3%)	9	(1%)	3
Effects of unrecognized and unused current tax losses not recognized as deferred tax assets	11%	(39)	3%	(16)
Movements in uncertain tax positions	0%	(1)	(0%)	0
<b>Total tax effects</b>	<b>(14%)</b>	<b>48</b>	<b>(19%)</b>	<b>94</b>
<b>Total of tax charge on the Consolidated Income Statement</b>	<b>11%</b>	<b>(38)</b>	<b>6%</b>	<b>(31)</b>

The 2020 effective tax rate of the Company was primarily impacted by additional tax in Canada due to the redelivery of the Deep Panuke platform and the lease and operation contracts in Guyana. Similar to last year, the effective tax was also impacted by unrecognized deferred tax assets concerning Brazil, USA, Switzerland, Luxembourg, Monaco and the Netherlands.

With respect to the annual effective tax rate calculation for the year 2020, the most significant portion of the current income tax expense of the Company was generated in countries in which income taxes are imposed on net profits including United Kingdom, Equatorial Guinea, Guyana and Canada.

Details of the withholding taxes and other taxes are as follows:

Withholding taxes per country

	2020		2019	
Withholding Tax and Overseas Taxes (per location)	Withholding tax		Withholding tax	
Angola		(1)		(1)
Brazil		(6)		(4)
Guyana		(9)		(15)
Other		(2)		(2)
<b>Total withholding and overseas taxes</b>		<b>(18)</b>		<b>(21)</b>

### TAX RETURNS AND TAX CONTINGENCIES

The Company files federal and local tax returns in several jurisdictions throughout the world. Tax returns in the major jurisdictions in which the Company operates are generally subject to examination for periods ranging from three to six years. Tax authorities in certain jurisdictions are examining tax returns and in some cases have issued assessments. The Company believes there is a sound basis for its tax positions in those jurisdictions. The Company provides for taxes that it considers probable of being payable as a result of these audits and for which a reasonable estimate may be made. While the Company cannot predict or provide assurance as to the final outcome of these proceedings, the Company does not expect the

ultimate liability to have a material effect on its consolidated statement of financial position or results of operations, although it could have a significant adverse effect on its consolidated cash flows.

Each year management completes a detailed review of uncertain tax positions across the Company and makes provisions based on the probability of the liability arising. The principal risks that arise for the Company are in respect of permanent establishment, transfer pricing and other similar international tax issues. In common with other international groups, the difference in alignment between the Company's global operating model and the jurisdictional approach of tax authorities often leads to uncertainty on tax positions.

As a result of the above, in the period, the Company recorded a net tax increase of US\$14 million in respect of ongoing tax audits and in respect of the Company's review of its uncertain tax positions. This amount is primarily in relation to uncertain tax positions concerning various taxes other than corporate income tax. However, it is possible that the ultimate resolution of the tax exposures could result in tax charges that are materially higher or lower than the amount provided.

The Company conducts operations through its various subsidiaries in a number of countries throughout the world. Each country has its own tax regimes with varying nominal rates, deductions and tax attributes. From time to time, the Company may identify changes to previously evaluated tax positions that could result in adjustments to its recorded assets and liabilities. Although the Company is unable to predict the outcome of these changes, it does not expect the effect, if any, resulting from these adjustments to have a material effect on its consolidated statement of financial position, results of operations or cash flows.

#### 4.3.11 EARNINGS/(LOSS) PER SHARE

The basic earnings per share for the year amounted to US\$1.00 (2019: US\$1.84); the fully diluted earnings per share amounted to US\$1.00 (2019: US\$1.84).

Basic earnings/(loss) per share amounts are calculated by dividing net profit/(loss) for the year attributable to shareholders of the Company by the weighted average number of shares outstanding during the year.

Diluted earnings/(loss) per share amounts are calculated by dividing the net profit/loss attributable to shareholders of the Company by the weighted average number of shares outstanding during the year plus the weighted average number of shares that would be issued on the conversion of all the potential dilutive shares into ordinary shares.

The following reflects the share data used in the basic and diluted earnings per share computations:

##### Earnings per share

	2020	2019
Earnings attributable to shareholders (in thousands of US\$)	190,641	365,896
Number of shares outstanding at January 1 (excluding treasury shares)	196,227,113	204,725,425
Average number of treasury shares transferred to employee share programs	914,487	1,421,227
Average number of shares repurchased / cancelled	(7,331,229)	(7,576,677)
<b>Weighted average number of shares outstanding</b>	<b>189,810,371</b>	<b>198,569,975</b>
Impact shares to be issued	-	5,000
<b>Weighted average number of shares (for calculations basic earnings per share)</b>	<b>189,810,371</b>	<b>198,574,975</b>
Potential dilutive shares from stock option scheme and other share-based payments	1,651,613	5,333
<b>Weighted average number of shares (diluted)</b>	<b>191,461,984</b>	<b>198,580,308</b>
Basic earnings per share in US\$	1.00	1.84
Fully diluted earnings per share in US\$	1.00	1.84

There have been no other transactions involving ordinary shares or potential ordinary shares between the reporting date and the date of completion of these financial statements, except for issuing of Value Creation Stake shares for the Management Board, Matching Shares and Ownership Shares for the Company's senior management (see note 4.3.6 Employee Benefit Expenses).

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### 4.3.12 DIVIDENDS PAID AND PROPOSED

The Company's dividend policy is to maintain a stable dividend, which grows over time. Determination of the dividend is based on the Company's assessment of its underlying cash flow position. As part of the Company's regular planning process, following review of its cash flow position and forecast, the Company has concluded that the outlook for cash flow generation has improved given the increase in the quantum of the Lease and Operate backlog. Based on this, a dividend of US\$165 million (which equals to US\$0.89 per share, based on the number of shares outstanding less the number of treasury shares held at December 31, 2020), to be paid out of retained earnings, will be proposed at the Annual General Meeting on April 7, 2021. This represents an increase of 10% compared to the dividend paid in 2020.

### 4.3.13 PROPERTY, PLANT AND EQUIPMENT

The line item 'Property, plant and equipment' consists of property, plant and equipment owned by the Company and right-of-use assets:

Property, plant and equipment (summary)

	31 December 2020	31 December 2019
Property, plant and equipment excluding leases	490	890
Right-of-use assets	52	115
<b>Total</b>	<b>542</b>	<b>1,005</b>

### PROPERTY, PLANT AND EQUIPMENT OWNED BY THE COMPANY

The movement of the Property, plant and equipment during the year 2020 is summarized as follows:

2020

	Land and buildings	Vessels and floating equipment	Other fixed assets	Assets under construction	Total
Cost	57	3,299	82	22	3,460
Accumulated depreciation and impairment	(28)	(2,490)	(52)	-	(2,570)
<b>Book value at 1 January</b>	<b>29</b>	<b>809</b>	<b>30</b>	<b>22</b>	<b>890</b>
Additions	4	35	10	(3)	46
Disposals	-	(126) <sup>1</sup>	(0)	-	(126)
Depreciation	(5)	(279)	(10)	-	(294)
Impairment	-	(24)	-	(0)	(24)
Foreign currency variations	2	-	1	0	3
Other movements	1	-	2	(8)	(5)
<b>Total movements</b>	<b>2</b>	<b>(394)</b>	<b>3</b>	<b>(11)</b>	<b>(400)</b>
Cost	67	2,751	93	11	2,921
Accumulated depreciation and impairment	(35)	(2,335)	(61)	(0)	(2,431)
<b>Book value at 31 December</b>	<b>32</b>	<b>416</b>	<b>32</b>	<b>11</b>	<b>490</b>

<sup>1</sup> The net disposal amount for FPSO Espirito Santo of US\$126 million consists of historical cost of US\$584 million less accumulated depreciation of US\$458 million.

	Land and buildings	Vessels and floating equipment	Other fixed assets	Assets under construction	Total
Cost	58	3,266	75	11	<b>3,410</b>
Accumulated depreciation and impairment	(24)	(2,262)	(52)	-	<b>(2,337)</b>
<b>Book value at 1 January</b>	<b>34</b>	<b>1,004</b>	<b>23</b>	<b>11</b>	<b>1,072</b>
Additions	-	34	14	12	<b>59</b>
Depreciation	(5)	(203)	(7)	-	<b>(214)</b>
Impairment	-	(25)	-	-	<b>(25)</b>
Foreign currency variations	(1)	-	(0)	(0)	<b>(1)</b>
Other movements	-	-	(0)	(1)	<b>(1)</b>
<b>Total movements</b>	<b>(5)</b>	<b>(194)</b>	<b>6</b>	<b>10</b>	<b>(183)</b>
Cost	56	3,299	82	22	<b>3,459</b>
Accumulated depreciation and impairment	(28)	(2,490)	(52)	-	<b>(2,570)</b>
<b>Book value at 31 December</b>	<b>29</b>	<b>809</b>	<b>30</b>	<b>22</b>	<b>890</b>

During the 2020 period, the following main events occurred regarding owned property, plant and equipment:

- Additions mainly relate to the acquisition of the remaining 75% ownership in OS Installer Limited, resulting in the addition of the vessel at fair value of US\$25 million;
- US\$(294) million of annual depreciation charges, which includes the full depreciation of the net book value of the Deep Panuke MOPU at the ending date of the lease in July 2020 (US\$123 million including US\$78 million that would have been recognized as per initial depreciation schedule in 2021); and
- US\$(24) million impairments recognized and details as follow: US\$10 million related to the *Thunder Hawk* facility (see below), US\$8 million related to the Deep Panuke MOPU unit (see below), and US\$6 million related to other fixed assets (refer to section below 'Right of Use Assets').
- A decrease in net book value in Vessels and floating equipment of US\$126 million due to the new signed agreements with the client on *FPSO Espirito Santo* on December 7, 2020 in relation to the extension of the lease and operate period from the year 2023 to the year 2028. As a result, this new contract has been classified as a finance lease as per IFRS 16. Please refer to note 4.3.15 Finance Lease Receivables.

### SBM Offshore prepares for sale DSCV SBM Installer

The Company acquired the remaining 75% equity ownership in OS Installer Limited for a consideration of US\$34 million on September 30, 2020. The transaction was classified as an asset acquisition that does not constitute a business as per IFRS 3 requirements. This mainly resulted in the following impacts:

- The recognition of the vessel (DSCV) (US\$25 million) and the external debt (US\$69 million) in the Company's financial statements;
- The existing lease liability related to the long-term charter was derecognized since the obligation became an intercompany liability to be eliminated in the group consolidated financial statements; the value of the lease liability at the acquisition date was US\$87 million; please note that the related right-of-use asset was previously fully impaired as explained in the section below 'Right-of-Use' assets;
- The 25% investment in OSI (value of US\$12 million at the acquisition date), which was accounted for at equity method prior to the transaction, was also derecognized. Please refer to note 4.3.31 Investment in Associates and Joint Ventures
- The net impact between (i) the financial consideration paid to acquire the 75% share in OSI (US\$(34) million), (ii) the recognition of the acquired assets and liabilities (US\$(38) million) and (iii) the derecognized lease liability (US\$87 million) and previously held investment (US\$(12) million), has been recognized as a gain (US\$3 million) on the line items 'Other Operating Income and Expense'. Please refer to note 4.3.4 Other Operating Income and Expense.

This asset acquisition is included in the Company's cash flow statement on the line Investment in property, plant and equipment at US\$(30) million, which is net of cash acquired.

Furthermore, since the vessel operates in a non-core market for the Company, the Company's intention is to dispose the vessel in 2021 after fulfilling existing contractual obligations related to services to be provided by the vessel to various clients. As a result, the SBM Installer has not been classified as asset held for sale as of December 31, 2020.

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### Impairment of Thunder Hawk

The *Thunder Hawk* semi-submersible production facility in the US Gulf of Mexico is the only facility in the Company lease fleet portfolio for which revenue is dependent on volumes produced. Over the period, the facility was temporarily shut down for a period of 45 days upon the operator's request. In addition, the credit rating of the operator of the facility was downgraded by rating agencies.

As a result of these triggering events, the Company prepared an updated value-in-use calculation considering a higher post-tax discount rate of 11.6% compared with the 6.1% used for the former impairment test of the facility performed in 2019 (the increase in the discount rate is caused by the higher credit risk of the operator). The Company also considered a more conservative production profile ending in 2025. As a result of the impairment test, an impairment charge of US\$10 million is accounted for in the 2020 full year results. If the discount rate varies by +/- 1%, the impairment would vary by +/- US\$1 million respectively. If the operations of the facility would continue beyond 2025, the impairment of the asset would decrease accordingly, depending on the extended period of operations and anticipated production volume.

### Impairment of Deep Panuke

An impairment assessment of Deep Panuke MOPU was performed due to progress made on the decommissioning of the asset, leading to a reassessment of the expected demobilization, towing and green recycling costs. This resulted in adverse cash flows and an impairment of US\$8 million was accounted for in the 2020 full year results. The impairment assessment was performed assuming that the client will continue to pay the contractual charter rate until the end of the initial lease period.

If the discount rate used in the impairment test would vary by +/- 1%, the impairment would change by +/- US\$1 million. If towing and green recycling costs would vary by +/- US\$1 million, the impairment would change by +/- US\$1 million.

Property, plant and equipment at year-end comprises of:

- Two (2019: three) integrated floating production, storage and offloading systems (FPSOs) (namely *FPSO Capixaba* and *FPSO Cidade de Anchieta*) each consisting of a converted tanker, a processing plant and one mooring system. These two FPSOs are leased to third parties under an operating lease contract. As noted above, following the newly agreed terms and conditions for *FPSO Espirito Santo* the accounting treatment for this vessel is no longer an operating lease, but a finance lease;
- One second-hand tanker (2019: one);
- One semi-submersible production platform, the *Thunder Hawk* (2019: one), leased to third parties under an operating lease contract;
- One MOPU facility, the *Deep Panuke* (2019: one), under scrapping as of December 31, 2020; and
- One installation vessel, the SBM Installer (2019: nil), acquired by the Company on September 30, 2020.

The depreciation charge for the semi-submersible production facility *Thunder Hawk* is calculated based on its future anticipated economic benefits, resulting in a depreciation plan based on the unit of production method. All other property, plant and equipment is depreciated on a straight-line basis.

Company-owned property, plant and equipment with a carrying amount of US\$282 million (2019: US\$479 million) has been pledged as security for liabilities, mainly for external financing.

No interest has been capitalized during the financial year as part of the additions to property, plant and equipment (2019: nil).

## RIGHT-OF-USE ASSETS

As of December 31, 2020, the Company leases buildings and cars. The movement of the right-of-use assets during the year 2020 is summarized as follows:

2020

	Buildings	Vessels and floating equipment	Other fixed assets	Total
<b>Book value at 1 January</b>	<b>59</b>	<b>55</b>	<b>1</b>	<b>115</b>
Additions	11	-	1	12
Depreciation	(14)	(4)	(1)	(19)
Impairment	(6)	(51)	-	(57)
Foreign currency variations	2	-	0	2
Other movements	0	-	(1)	(1)
<b>Total movements</b>	<b>(7)</b>	<b>(55)</b>	<b>(1)</b>	<b>(63)</b>
Cost	93	20	3	116
Accumulated depreciation and impairment	(41)	(20)	(2)	(64)
<b>Book value at 31 December</b>	<b>52</b>	<b>-</b>	<b>1</b>	<b>52</b>

2019

	Buildings	Vessels and floating equipment	Other fixed assets	Total
<b>Book value at 1 January</b>	<b>61</b>	<b>63</b>	<b>1</b>	<b>126</b>
Additions	13	-	1	13
Depreciation	(14)	(8)	(1)	(23)
Foreign currency variations	(1)	-	(0)	(1)
<b>Total movements</b>	<b>(2)</b>	<b>(8)</b>	<b>(0)</b>	<b>(11)</b>
Cost	84	71	3	158
Accumulated depreciation and impairment	(25)	(16)	(1)	(43)
<b>Book value at 31 December</b>	<b>59</b>	<b>55</b>	<b>1</b>	<b>115</b>

During the year 2020, the main movements regarding right-of-use assets related to (i) US\$19 million of depreciation charges, (ii) US\$51 million impairment of the SBM Installer right-of-use asset to nil and (iii) an impairment charge of US\$6 million on right-of-use assets related to office buildings, which was a result of the Company's restructuring activities and the reallocation of activities and resources, which also led to certain leased office buildings being vacated.

### Impairment of SBM Installer

The Company leased the SBM Installer installation vessel through a charter contract, which ends in 2026. The contract included the option for the Company to acquire the vessel during the charter period. During the year of 2020, due to the COVID-19 pandemic, the Company decided to put the vessel in lay-up for a period of three months (until July 2020) in order to protect the crew and reduce the costs in a context of low activity. Furthermore, the Company downgraded expectations regarding future economic benefits to be generated by the vessel given the expected slowdown of the offshore services business in the coming few years (which may create over-supply in offshore markets and therefore reduce the vessel utilization).

Based on the performed impairment test with a pre-tax discount rate of 11.6%, the Company concluded that the entire book value of the right-of-use asset had to be impaired for a total amount of US\$51 million in the first half of 2020. As a part of this impairment assessment, the Company also fully impaired other fixed assets related to the SBM Installer with a book value of US\$6 million. The total impairment related to the SBM Installer recognized for the period was US\$57 million. If revenue were to be increased by 10% on the relevant period, this would result in US\$6 million less impairment loss.

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Subsequent to the impairment, the Company decided in September 2020 to acquire the remaining 75% ownership in OS Installer Limited. As a result, the installation vessel was added to property, plant and equipment and the fully impaired right-of-use asset was derecognized.

### Office leases

The other significant contracts relate to the lease of offices. The contract periods of the Company's office rentals vary between one to ten years and most of the contracts include extension options between three to fifteen years. The extension options have been taken into account in the measurement of lease liabilities when the Company is reasonably certain to exercise these options. The lease agreements do not impose any covenants.

### OPERATING LEASES AS A LESSOR

The category 'Vessels and floating equipment' mainly relates to facilities leased to third parties under various operating lease agreements which terminate between 2022 and 2030. Leased facilities included in the 'Vessels and floating equipment' amount to:

Leased facilities included in the vessels and floating equipment

	31 December 2020	31 December 2019
Cost	2,683	3,257
Accumulated depreciation and impairment	(2,317)	(2,481)
<b>Book value at 31 December</b>	<b>367</b>	<b>777</b>

In December 2020, the Company entered into a new contract with the client on the *FPSO Espirito Santo* and agreed new terms and conditions including the extension of the contract from the year 2023 to 2028 and additional annual extension options up to 2033. As a result, this new contract has been classified as a finance lease as per IFRS 16 instead of an operating lease. Further, The Deep Panuke MOPU, located offshore Nova Scotia, Canada, was safely redelivered by the client to the Company in July 2020. As such, the Deep Panuke MOPU is not a leased facility anymore as of December 31, 2020. As a result, the book value of the leased facilities included in the vessels and floating equipment has decreased by US\$410 million.

The nominal values of the future expected bareboat receipts (undiscounted lease payments) in respect of the remaining operating lease contracts are:

Nominal values of the future expected bareboat receipts

	31 December 2020	31 December 2019
Within 1 year	277	319
2 years	145	297
3 years	95	134
4 years	94	121
5 years	92	94
After 5 years	399	508
<b>Total</b>	<b>1,103</b>	<b>1,473</b>

A number of agreements have extension options, which have not been included in the above table.

### Purchase and termination options in operating lease contracts

The operating lease contract of semi-submersible *Thunder Hawk* includes a call option for the client to purchase the underlying asset. The exercise of this call option would have resulted in a gain for the Company as of December 31, 2020.

### 4.3.14 INTANGIBLE ASSETS

2020

	Development costs	Goodwill	Software	Intangible assets under construction	Patents	Total
Cost	34	-	16	-	19	69
Accumulated amortization and impairment	(16)	-	(11)	-	(19)	(46)
<b>Book value at 1 January</b>	<b>18</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>0</b>	<b>23</b>
Additions	4	-	8	18	-	30
Amortization	(4)	-	(3)	-	-	(7)
Other movements	(9)	-	0	13	-	4
<b>Total movements</b>	<b>(9)</b>	<b>-</b>	<b>5</b>	<b>31</b>	<b>-</b>	<b>27</b>
Cost	29	-	24	31	19	103
Accumulated amortization and impairment	(20)	-	(14)	-	(19)	(53)
<b>Book value at 31 December</b>	<b>9</b>	<b>-</b>	<b>10</b>	<b>31</b>	<b>0</b>	<b>50</b>

2019

	Development costs	Goodwill	Software	Intangible assets under construction	Patents	Total
Cost	27	-	13	-	19	60
Accumulated amortization and impairment	(12)	-	(9)	-	(19)	(41)
<b>Book value at 1 January</b>	<b>15</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>0</b>	<b>19</b>
Additions	7	-	2	-	-	9
Amortization	(4)	-	(2)	-	-	(6)
Other movements	-	-	1	-	-	1
<b>Total movements</b>	<b>3</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>4</b>
Cost	34	-	16	-	19	70
Accumulated amortization and impairment	(16)	-	(11)	-	(19)	(46)
<b>Book value at 31 December</b>	<b>18</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>0</b>	<b>23</b>

The increase in Intangible Assets Under Construction mainly relates to costs capitalized relating to the internal project 'Digital FPSO', the capitalization of software licenses and other capital expenditures related to the IT infrastructure upgrade project.

In 2020, the Company did not recognize any impairment related to intangible assets.

Amortization of development costs is included in 'Research and development expenses' in the income statement in 2020 for US\$(4) million (2019: US\$4 million).



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### 4.3.15 FINANCE LEASE RECEIVABLES

The reconciliation between the total gross investment in the lease and the net investment in the lease at the statement of financial position date is as follows:

Finance lease receivables (reconciliation gross/net investment)

	31 December 2020	31 December 2019
Gross receivable	10,511	11,209
Less: unearned finance income	(4,023)	(4,516)
<b>Total</b>	<b>6,488</b>	<b>6,694</b>
Of which		
Current portion	317	287
Non-current portion	6,171	6,407

As of December 31, 2020, finance lease receivables relate to the finance lease of:

- *Liza Destiny* (FPSO), which started production in December 2019 for a charter of 10 years;
- *FPSO Cidade de Marica*, which started production in February 2016 for a charter of 20 years;
- *FPSO Cidade de Saquarema*, which started production in July 2016 for a charter of 20 years;
- *FPSO Cidade de Ilhabela*, which started production in November 2014 for a charter of 20 years;
- *FPSO Cidade de Paraty*, which started production in June 2013 for a charter of 20 years;
- *FPSO Aseg*, which started production in November 2011 for a charter of 15 years;
- *FPSO Espirito Santo*, which started production in January 2009 for a charter of 15 years until December 2023, and which was extended in December 2020 until December 2028.

The decrease in finance lease receivable is driven by the redemptions as per the payment plans partially compensated by the recognition of the finance lease receivable of *FPSO Espirito Santo*.

#### Classification of the FPSO Espirito Santo lease contract as finance lease

In December 2020, the Company entered into a new contract with the client on the *FPSO Espirito Santo* and agreed with the client new terms and conditions including the extension of the contract from the year 2023 to 2028 and additional annual extension options up to 2033.

As a result of the revised terms and conditions as per the new Time Charter and Operate & Maintenance agreement, the Company has concluded that the new agreements need to be accounted for as a finance lease, while the previous arrangements were accounted for as an operating lease. This classification is mainly due to the extension of the contract and the related additional future cash flows to be received, which result in the present value of the lease payments amount to at least substantially all of the fair value of the leased asset.

Due to the finance lease classification, the Company has accounted for the transaction as if it was a sale of the vessel to the client as per IFRS 16 for an amount of US\$249 million and a related finance lease receivable of US\$249 million. In relation to the derecognition of the operating lease, the Company's property, plant and equipment has been derecognized for an amount of US\$126 million based on the net book value of the vessel (please refer to note 4.3.13 Property, Plant and Equipment), which has been recorded as Cost of Sales. Further, deferred income on the previous operating lease contract of US\$154 million has been reversed against the finance lease receivable of US\$249 million, because it is seen as a direct repayment on this finance lease receivable leaving a net balance of US\$95 million at the transaction date. The impact of the transaction has resulted in an increase of US\$123 million in the Company's gross margin in the Lease & Operate segment.

As there was no exchange of cash in connection with transaction, the net gain of US\$123 million has been adjusted as a non-cash adjustment to Profit before income tax on the line item 'Other adjustments for non-cash items' in the Company's 2020 cash flow statement.

#### Unguaranteed residual values

Included in the gross receivable is an amount related to unguaranteed residual values (i.e. scrap value of units). The total amount of unguaranteed residual values at the end of the lease term amounts to US\$49 million as of December 31, 2020

(2019: US\$69 million). Credit losses related to finance lease receivables based on an expected credit loss model are approximately US\$1 million for 2020. The 2020 residual value assessment led to a US\$14 million impairment on finance lease receivables.

As per the contractual terms, gross receivables should be invoiced to the lessee within the following periods:

Finance lease receivables (gross receivables invoiced to the lessee within the following periods)

	31 December 2020	31 December 2019
Less than 1 year	803	790
Between 1 and 2 years	802	788
Between 2 and 5 years	2,408	2,367
More than 5 years	6,498	7,264
<b>Total Gross receivable</b>	<b>10,511</b>	<b>11,209</b>

The following part of the net investment in the lease is included as part of the current assets within the statement of financial position:

Finance lease receivables (part of the net investment included as part of the current assets)

	31 December 2020	31 December 2019
Gross receivable	803	790
Less: unearned finance income	(486)	(503)
<b>Current portion of finance lease receivable</b>	<b>317</b>	<b>287</b>

The maximum exposure to credit risk at the reporting date is the carrying amount of the finance lease receivables taking into account the risk of recoverability. The Company performed an assessment, which concluded that the credit risk for these receivables has not increased significantly since the initial recognition. The Company does not hold any collateral as security.

#### Purchase and termination options

The finance lease contracts of *FPSO Aseng* and *Liza Destiny* (FPSO), where the Company is the lessor, include call options for the client to purchase the underlying asset or to terminate the contract early. If the client would have exercised the purchase option for *FPSO Aseng* as of December 31, 2020 this would have resulted in a gain for the Company, while the exercise of the early termination option under which the Company would retain the vessel, would have resulted in a breakeven result. If the client would have exercised the purchase option for *Liza Destiny* (FPSO) as of December 31, 2020 this would have resulted in a breakeven result for the Company while the exercise of the early termination option under which the Company would retain the vessel would have resulted in a gain.

The finance lease contract of *FPSO Espirito Santo* includes a call option for the client to terminate the contract early without obtaining the underlying asset. The exercise of the early termination option would have resulted in a non-material loss for the Company as of December 31, 2020.

The finance lease contracts of *Liza Unity* (FPSO) and *Liza Prosperity* (FPSO) (both under construction as per December 31, 2020) contain options for the client to purchase the underlying asset or terminate the contract early. These options are exercisable at any time starting from the delivery date of the vessel.

### 4.3.16 OTHER FINANCIAL ASSETS

The breakdown of the non-current portion of other financial assets is as follows:

	31 December 2020	31 December 2019
Non-current portion of other receivables	80	76
Sublease receivable	2	4
Non-current portion of loans to joint ventures and associates	32	25
<b>Total</b>	<b>114</b>	<b>104</b>

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The current portion of (i) sublease receivables, (ii) other receivables and (iii) loans to joint ventures and associates is included within the 'Trade and other receivables' in the statement of financial position.

In relation to the exposure to credit risk at the reporting date on the carrying amount of the interest-bearing loans, non-current portion of other receivables and sublease receivable, please refer to note 4.3.8 Net Impairment Gains/(Losses) on Financial and Contract Assets and note 4.3.29 Financial Instruments – Fair Values and Risk Management for the risk of recoverability (i.e. for expected credit losses). The Company does not hold any collateral as security.

The breakdown of loans to joint ventures and associates is presented below.

### LOANS TO JOINT VENTURES AND ASSOCIATES

	<i>Notes</i>	<b>31 December 2020</b>	31 December 2019
Current portion of loans to joint ventures and associates	4.3.19	14	30
Non-current portion of loans to joint ventures and associates		32	25
<b>Total</b>	<b>4.3.33</b>	<b>46</b>	<b>55</b>

The decrease in the loans to joint ventures and associates is driven by the redemptions over the year 2020.

The maximum exposure to credit risk at the reporting date is the carrying amount of the loans to joint ventures and associates, taking into account the risk of recoverability. The Company does not hold any collateral as security.

### 4.3.17 DEFERRED TAX ASSETS AND LIABILITIES

The deferred tax assets and liabilities and associated offsets are summarized as follows:

Deferred tax positions (summary)

	31 December 2020			31 December 2019		
	Assets	Liabilities	Net	Assets	Liabilities	Net
Property, plant and equipment	28	-	28	-	16	(16)
Tax losses	9	-	9	9	-	9
Other	9	37	(28)	12	7	6
<b>Book value at 31 December</b>	<b>46</b>	<b>37</b>	<b>9</b>	<b>22</b>	<b>23</b>	<b>(1)</b>

Movements in net deferred tax positions

	<i>Note</i>	2020	2019
		Net	Net
<b>Deferred tax at 1 January</b>		<b>(1)</b>	<b>(10)</b>
Deferred tax recognized in the income statement	4.3.10	10	9
Foreign currency variations		0	(0)
<b>Total movements</b>		<b>10</b>	<b>9</b>
<b>Deferred tax at 31 December</b>		<b>9</b>	<b>(1)</b>

Expected realization and settlement of deferred tax positions is within 8 years. The current portion of the net deferred tax position as of December 31, 2020 amounts to US\$8 million. The deferred tax losses are expected to be recovered based on the anticipated profit in the applicable jurisdiction. The Company has US\$39 million (2019: US\$16 million) of deferred tax assets unrecognized in 2020 due to current tax losses not valued. The term in which these unrecognized deferred tax assets could be settled depends on the respective tax jurisdiction and ranges from five years to an unlimited period of time.

The non-current portion of deferred tax assets amounts to US\$14 million (2019: US\$8 million). On a cumulative basis a total amount of US\$216 million at the end of 2020 (2019: US\$197 million) corresponds to deferred tax assets basis unrecognized on temporary differences, unused tax losses and tax credits.

Deferred tax in connection with unused tax losses carried forward, temporary differences and tax credits:

	31 December 2020	31 December 2019
Unused tax losses carried forward, temporary differences and tax credits not recognised as a deferred tax asset	216	197
Unused tax losses carried forward, temporary differences and tax credits recognised as a deferred tax asset	46	22
<b>Total</b>	<b>262</b>	<b>218</b>

Expiry date on deferred tax assets unrecognized on temporary differences, unused tax losses and tax credits:

	31 December 2020	31 December 2019
Within one year	15	2
More than a year but less than 5 years	15	19
More than 5 years but less than 10 years	1	9
More than 10 years but less than 20 years	82	92
Unlimited period of time	103	76
<b>Total</b>	<b>216</b>	<b>197</b>

Deferred tax assets per location are as follows:

Deferred tax positions per location

	31 December 2020			31 December 2019		
	Assets	Liabilities	Net	Assets	Liabilities	Net
Canada	28	24	4	12	16	(4)
Guyana	-	13	(13)	-	7	(7)
Monaco	4	-	4	5	-	5
Switzerland	9	-	9	1	-	1
the Netherlands	3	-	3	3	-	3
Brazil	2	-	2	1	-	1
Other	-	-	-	0	-	0
<b>Book value at 31 December</b>	<b>46</b>	<b>37</b>	<b>9</b>	<b>22</b>	<b>23</b>	<b>(1)</b>

#### 4.3.18 INVENTORIES

	31 December 2020	31 December 2019
Materials and consumables	9	6
Goods for resale	4	2
Multi-purpose floaters under construction	129	0
<b>Total</b>	<b>143</b>	<b>8</b>

Multi-purpose floaters ('MPFs') under construction relate to the ongoing EPC phase of Fast4Ward® new-build hulls. The Fast4Ward® hulls remain in inventory until they are allocated to a specific FPSO contract. The Company has five multi-purpose hulls as of December 31, 2020 out of which three have been transferred to construction work-in-progress upon the award of the lease and operate contracts for *Liza Unity* (FPSO), *Prosperity* (FPSO) and *FPSO Sepetiba*. Construction has started for two multi-purpose floater hulls, which have not yet been allocated to a project and therefore accounted for under inventory at December 31, 2020.

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### 4.3.19 TRADE AND OTHER RECEIVABLES

Trade and other receivables (summary)

	<i>Note</i>	<b>31 December 2020</b>	<b>31 December 2019</b>
Trade debtors		115	128
Other accrued income		280	140
Prepayments		64	115
Accrued income in respect of delivered orders		41	51
Other receivables		67	73
Taxes and social security		33	37
Current portion of loan to joint ventures and associates	<i>4.3.16</i>	14	30
<b>Total</b>		<b>614</b>	<b>573</b>

The increase in other accrued income is a result of the recognition of accrued income related to the *FPSO Capixaba* and the Deep Panuke MOPU.

At the request of the client, *FPSO Capixaba* was shut down in April 2020 enabling the Company to complete an extensive maintenance program. In agreement with the client, this shutdown was extended to a total duration of approximately four months. During this period, no charter payment was due. The period of approximately four months has been added to the charter contract at the end of the current lease period, leading to the recognition of an associated accrued income of approximately US\$20 million to ensure the recognition of the unchanged remaining lease income on a straight-line basis over the new duration of the lease with reference to IFRS 16 'Leases'.

The Deep Panuke MOPU was safely redelivered by the client to the Company in July 2020. As a result of the redelivery of the unit and the final settlement, the lease period of the unit, as per accounting requirements, has ended and the Company (i) recognized the remaining contractual revenue (US\$122 million), which also includes the portion of the financial consideration to be received in 2021 in case no early lump sum payment is made (i.e. US\$77 million). Therefore, the amount of US\$77 million is included in other accrued income as per December 31, 2020.

The decrease in prepayments of US\$51 million is mainly related the progress made in 2020 on the construction of a new multi-purpose floater hull which has not yet been allocated to a project.

The carrying amounts of the Company's trade debtors are distributed in the following countries:

Trade debtors (countries where Company's trade debtors are distributed)

	<b>31 December 2020</b>	<b>31 December 2019</b>
Angola	37	25
Brazil	10	16
Guyana	12	23
Equatorial Guinea	3	13
The United States of America	9	6
Malaysia	2	11
Australia	0	3
China	5	5
Other	37	28
<b>Total</b>	<b>115</b>	<b>128</b>

The trade debtors balance is the nominal value less an allowance for estimated impairment losses as follows:

#### Trade debtors (trade debtors balance)

	31 December 2020	31 December 2019
Nominal amount	118	130
Impairment allowance	(3)	(2)
<b>Total</b>	<b>115</b>	<b>128</b>

The allowance for impairment represents the Company's estimate of losses in respect of trade debtors. The allowance related to credit risk for significant trade debtors is built on specific expected loss components that relate to individual exposures. Furthermore, the Company uses historical credit loss experience as well as forward-looking information to determine a 1% expected credit loss rate on individually insignificant trade receivable balances. The creation and release for impaired trade debtors due to credit risk are reported in the line item 'Net impairment losses on financial and contract assets' of the consolidated income statement. Amounts charged to the allowance account are generally written off when there is no expectation of recovery.

The ageing of the nominal amounts of the trade debtors are:

#### Trade debtors (ageing of the nominal amounts of the trade debtors)

	31 December 2020		31 December 2019	
	Nominal	Impairment	Nominal	Impairment
Not past due	69	(2)	67	1
Past due 0-30 days	5	(0)	27	-
Past due 31-120 days	15	(0)	22	-
Past due 121- 365 days	9	(0)	6	-
More than one year	21	(1)	8	-
<b>Total</b>	<b>118</b>	<b>(3)</b>	<b>130</b>	<b>1</b>

Not past due are those receivables for which either the contractual or 'normal' payment date has not yet elapsed. Past due are those amounts for which either the contractual or the 'normal' payment date has passed. Amounts that are past due but not impaired relate to a number of Company joint ventures and independent customers for whom there is no recent history of default, or the receivable amount can be offset by amounts included in current liabilities.

For the closing balance and movements during the year of allowances on trade receivables, please refer to note 4.3.29 Financial Instruments – Fair Values and Risk Management.

### 4.3.20 CONSTRUCTION WORK-IN-PROGRESS

The details regarding construction work -in-progress are included in the following table:

	<i>Note</i>	31 December 2020	31 December 2019
Recognized revenue		2,492	1,508
Instalments invoiced		(309)	(577)
Reclassification to contract liability	4.3.27	69	42
Net impairment losses on contract assets	4.3.8	(4)	(0)
<b>Total construction work-in-progress</b>		<b>2,248</b>	<b>973</b>

The significant portion of the outstanding balance of construction work-in-progress as of December 31, 2020 relates to the *Liza Unity* (FPSO), *FPSO Sepetiba* and *Prosperity* (FPSO) finance lease projects since the Company will receive most of the payments for the construction only during the lease period through bareboat charter payments. The increase in the construction work-in-progress is mainly driven by the progress made in 2020 on the *Liza Unity* (FPSO), *FPSO Sepetiba* and *Prosperity* (FPSO) projects.

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Contract liabilities of US\$69 million comprises the amounts of those individual contracts for which the total instalments invoiced exceed the total revenue recognized. Contract liabilities are reclassified to other current liabilities (see note 4.3.27 Trade and Other Payables).

Regarding information about expected credit losses recognized for construction work-in-progress, refer to note 4.3.29 Financial Instruments – Fair Values and Risk Management.

### 4.3.21 DERIVATIVE FINANCIAL INSTRUMENTS

Further information about the financial risk management objectives and policies, the fair value measurement and hedge accounting of financial derivative instruments is included in note 4.3.29 Financial Instruments – Fair Values and Risk Management.

In the ordinary course of business and in accordance with its hedging policies as of December 31, 2020, the Company held multiple forward exchange contracts designated as hedges of expected future transactions for which the Company has firm commitments or forecasts. Furthermore, the Company held several interest rate swap contracts designated as hedges of interest rate financing exposure. The most important floating rate is the US\$ 3-month LIBOR. Details of interest percentages of the long-term debt are included in note 4.3.24 Borrowings and Lease Liabilities.

The fair value of the derivative financial instruments included in the statement of financial position is summarized as follows:

Derivative financial instruments

	31 December 2020			31 December 2019		
	Assets	Liabilities	Net	Assets	Liabilities	Net
Interest rate swaps cash flow hedge	1	351	(351)	8	166	(159)
Forward currency contracts cash flow hedge	98	21	77	14	48	(35)
Forward currency contracts fair value through profit and loss	38	39	(1)	22	27	(5)
<b>Total</b>	<b>137</b>	<b>411</b>	<b>(274)</b>	<b>43</b>	<b>241</b>	<b>(198)</b>
Non-current portion	38	277	(240)	5	156	(150)
Current portion	99	134	(35)	37	85	(48)

The significant movement in the net balance of derivative assets and liabilities of US\$76 million over the period is mostly related to the decreased marked-to-market value of interest rate swaps, which mainly arises from decreasing market interest rates, whereas the increased marked-to-market value of forward currency contracts is mainly driven by the depreciation of the US\$ exchange rate versus the hedged currencies (especially EUR).

The ineffective portion recognized in the income statement (please refer to note 4.3.9 Net Financing Costs ) arises from cash flow hedges which totaled less than a US\$3 million loss in 2020 (2019: US\$3 million loss). The maximum exposure to credit risk at the reporting date is the fair value of the derivative assets in the statement of financial position.

No ineffectiveness was recognized due to the IBOR transition, refer to note 4.3.29 Financial Instruments – Fair Values and Risk Management.

### 4.3.22 NET CASH AND CASH EQUIVALENT

	31 December 2020	31 December 2019
Cash and bank balances	78	82
Short-term investments	336	424
<b>Cash and cash equivalent</b>	<b>414</b>	<b>506</b>
<b>Net cash and cash equivalent</b>	<b>414</b>	<b>506</b>

The cash and cash equivalents dedicated to debt and interest payments (and therefore restricted) amounted to US\$215 million as per December 31, 2020 (2019: US\$188 million). Short-term investment deposits are made for varying periods of up

to one year, usually less than three months, depending on the immediate cash requirements of the Company and earn interest at the respective short-term deposit rates.

The cash and cash equivalents held in countries with restrictions on currency outflow (Angola, Brazil, Equatorial Guinea, Ghana and Nigeria) amounted to US\$28 million (2019: US\$42 million). These restrictions do not limit the liquidity of the cash balances.

Further disclosure about the fair value measurement is included in note 4.3.29 Financial Instruments – Fair Values and Risk Management.

### 4.3.23 EQUITY ATTRIBUTABLE TO SHAREHOLDERS

For a consolidated overview of changes in equity reference is made to the Consolidated Statement of Changes in Equity.

#### ISSUED SHARE CAPITAL

The authorized share capital of the Company is two hundred million euros (EUR200,000,000). This share capital is divided into four hundred million (400,000,000) ordinary shares with a nominal value of twenty-five eurocents (EUR0.25) each and four hundred million (400,000,000) protective preference shares, with a nominal value of twenty-five euro cents (EUR0.25) each. The protective preference shares can be issued as a protective measure as described in note 3.2.8 Stichting Continuïteit SBM Offshore.

During the financial year the movements in the outstanding number of ordinary shares are as follows:

number of shares	2020	2019
<b>Outstanding at 1 January</b>	<b>198,671,305</b>	<b>205,671,305</b>
Treasury shares cancelled	(10,000,000)	(7,000,000)
<b>Outstanding 31 December</b>	<b>188,671,305</b>	<b>198,671,305</b>

#### TREASURY SHARES

The Company completed its share repurchase program under authorization granted by the AGM of the Company held on April 10, 2019. In the period between February 13, 2020 and April 3, 2020 a total number of 12,094,623 shares totaling EUR150 million (US\$165 million) were repurchased. As a result, the Company decided to cancel 10,000,000 shares in 2020.

A total number of 3,356,563 treasury shares are still reported in the outstanding ordinary shares as at December 31, 2020 and held predominantly for employee share programs. During 2020, a total of 1,182,252 shares were transferred to employee share programs.

Within equity, an amount of US\$1,304 million (2019: US\$1,206 million) should be treated as legal reserve (please refer to note 4.5.5 Shareholders' Equity).

#### ORDINARY SHARES

Of the ordinary shares, 1,931,952 shares were held by members of Management Board, in office as at December 31, 2020 (December 31, 2019: 1,513,936) as detailed below:

Ordinary shares held in the Company by the Management Board

	Shares subject to conditional holding requirement	Other shares	Total shares at 31 December 2020	Total shares at 31 December 2019
<b>Bruno Chabas</b>	411,418	716,186	1,127,604	975,910
<b>Philippe Barril</b>	276,071	111,755	387,826	278,428
<b>Erik Legendijk</b>	186,991	35,427	222,418	143,984
<b>Douglas Wood</b>	194,104	-	194,104	115,614
<b>Total</b>	<b>1,068,584</b>	<b>863,368</b>	<b>1,931,952</b>	<b>1,513,936</b>



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Only one member of Supervisory Board member (Sietze Hepkema) holds shares in the Company (256,333 shares as at December 31, 2020), resulting from his previous position as member of the Management Board.

### OTHER RESERVES

The other reserves comprises the hedging reserve, actuarial gains/losses, the foreign currency translation reserve and IFRS 2 reserves. The movement and breakdown of the other reserves can be stated as follows (all amounts are expressed net of deferred taxes):

	Hedging reserve Forward currency contracts	Hedging reserve Interest rate swaps	Actuarial gain/(loss) on defined benefit provisions	Foreign currency translation reserve	IFRS 2 Reserves	Total other reserves
<b>Balance at 1 January 2019</b>	<b>(19)</b>	<b>(33)</b>	<b>2</b>	<b>(79)</b>	<b>21</b>	<b>(108)</b>
<b>Cash flow hedges</b>						
Change in fair value	17	(79)	-	-	-	(62)
Transfer to financial income and expenses	3	3	-	-	-	6
Transfer to construction contracts and property, plant and equipment	(5)	-	-	-	-	(5)
Transfer to operating profit and loss	(34)	-	-	-	-	(34)
<b>IFRS 2 share based payments</b>						
IFRS 2 vesting costs for the year	-	-	-	-	17	17
IFRS 2 vested share based payments	-	-	-	-	(21)	(21)
<b>Actuarial gain/(loss) on defined benefit provision</b>						
Change in defined benefit provision due to changes in actuarial assumptions	-	-	1	-	-	1
<b>Foreign currency variations</b>						
Foreign currency variations	-	-	-	(22)	-	(22)
Mergers and acquisitions	-	(10) <sup>1</sup>	-	-	-	(10)
<b>Balance at 31 December 2019</b>	<b>(38)</b>	<b>(119)</b>	<b>3</b>	<b>(101)</b>	<b>17</b>	<b>(238)</b>
<b>Cash flow hedges</b>						
Change in fair value	53	(161)	-	-	-	(107)
Transfer to financial income and expenses	3	3	-	-	-	6
Transfer to construction contracts and property, plant and equipment	3	-	-	-	-	3
Transfer to operating profit and loss	41	-	-	-	-	41
<b>IFRS 2 share based payments</b>						
IFRS 2 vesting costs for the year	-	-	-	-	27	27
IFRS 2 vested share based payments	-	-	-	-	(16)	(16)
<b>Actuarial gain/(loss) on defined benefit provision</b>						
Change in defined benefit provision due to changes in actuarial assumptions	-	-	(3)	-	-	(3)
<b>Foreign currency variations</b>						
Foreign currency variations	-	-	-	(5)	-	(5)
Mergers and acquisitions	-	-	-	-	-	-
<b>Balance at 31 December 2020</b>	<b>62</b>	<b>(276)</b>	<b>0</b>	<b>(105)</b>	<b>25</b>	<b>(296)</b>

<sup>1</sup> Includes US\$10 million of acquired hedging reserve of the entities purchased from Constellation.

The hedging reserve consists of the effective portion of cash flow hedging instruments related to hedged transactions that have not yet occurred, net of deferred taxes. The decreased marked-to-market value of interest rate swaps mainly arises from decreasing market interest rates whereas the increased marked-to-market value of forward currency contracts is mainly driven by the depreciation of the US\$ exchange rate versus the hedged currencies.

Actuarial gain/(loss) on defined benefits provisions includes the impact of the remeasurement of defined benefit provisions.

The foreign currency translation reserve is used to record exchange differences arising from the translation of the financial statements of foreign subsidiaries.

#### 4.3.24 BORROWINGS AND LEASE LIABILITIES

The line item 'Borrowings and lease liabilities' in the consolidated statement of financial position is further detailed as follows:

Borrowings and lease liabilities (summary)

	31 December 2020	31 December 2019
Borrowings	4,335	4,168
Lease liabilities	51	141
<b>Total Non-current portion of Borrowings and lease liabilities</b>	<b>4,386</b>	<b>4,309</b>
Borrowings	1,216	580
Lease liabilities	20	32
<b>Total Current portion of Borrowings and lease liabilities</b>	<b>1,236</b>	<b>612</b>

#### BORROWINGS

The movement in bank interest bearing borrowings is as follows:

	2020	2019
Non-current portion	4,168	3,856
Add: current portion	580	492
<b>Remaining principal at 1 January</b>	<b>4,749</b>	<b>4,348</b>
Additions	1,379	1,399
Redemptions	(589)	(1,011)
Transaction and amortized costs	12	13
<b>Total movements</b>	<b>802</b>	<b>401</b>
<b>Remaining principal at 31 December</b>	<b>5,551</b>	<b>4,749</b>
Less: Current portion	(1,216)	(580)
<b>Non-current portion</b>	<b>4,335</b>	<b>4,168</b>
Transaction and amortized costs	69	81
<b>Remaining principal at 31 December (excluding transaction and amortized costs)</b>	<b>5,621</b>	<b>4,830</b>
Less: Current portion	(1,230)	(596)
<b>Non-current portion</b>	<b>4,390</b>	<b>4,234</b>

The Company has no 'off-balance sheet' financing through special purpose entities. All long-term debt is included in the consolidated statement of financial position.

The increase in the total borrowings of US\$1,379 million relates mainly to drawdowns on project finance facilities for *Liza Destiny* (FPSO), *Liza Unity* (FPSO), and the bridge loan facility for *FPSO Sepetiba*. The latter has been extended to July 12, 2021.

Further disclosures about the fair value measurement are included in note 4.3.29 Financial Instruments – Fair Values and Risk Management.

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The borrowings, excluding transaction costs and amortized costs amounting to US\$69 million (2019: US\$81 million), have the following forecast repayment schedule:

	31 December 2020	31 December 2019
Within one year	1,230	596
Between 1 and 2 years	1,432	941
Between 2 and 5 years	1,454	1,599
More than 5 years	1,504	1,695
<b>Balance at 31 December</b>	<b>5,621</b>	<b>4,830</b>

The increase of the 'Total Current portion of Borrowings and lease liabilities' balance is mainly explained by the Sepetiba Bridge loan facility for US\$600 million.

The borrowings by entity are as follows:

Loans and borrowings per entity

Entity name	Project name or nature of loan	% Ownership	% Interest <sup>1</sup>	Maturity	Net book value at 31 December 2020			Net book value at 31 December 2019		
					Non-current	Current	Total	Non-current	Current	Total
<b>US\$ Project Finance facilities drawn:</b>										
SBM Deep Panuke SA	MOPU Deep Panuke	100.00	3.50%	15-Dec-21	-	70	70	70	67	137
Tupi Nordeste Sarl	FPSO Cidade de Paraty	63.13	5.30%	15-Jun-23	195	116	311	311	110	421
Guara Norte Sarl	FPSO Cidade de Ilhabela	75.00	5.10%	15-Oct-24	427	128	555	555	122	677
SBM Baleia Azul Sarl	FPSO Cidade de Anchieta	100.00	5.50%	15-Sep-27	239	35	274	274	33	307
Alfa Lula Alto Sarl	FPSO Cidade de Marica	61.00	5.30%	15-Dec-29	908	108	1,016	1,016	103	1,119
Beta Lula Central Sarl	FPSO Cidade de Saquarema	61.00	4.10%	15-Jun-30	1,018	91	1,109	1,109	86	1,195
Guyana Deep Water UK Limited	FPSO Liza Destiny	100.00	Libor + 1.65%	31-Oct-29	606	62	668	504	60	565
<b>US\$ Guaranteed project finance facilities drawn:</b>										
Guyana Deep Water II UK Limited	FPSO Liza Unity <sup>2</sup>	100.00	3.70%	31-dec-21	840	-	840	331	-	331
<b>Bridge loan facility</b>										
Mero 2 Owning B.V.	FPSO Sepetiba	64.50	Libor + 1.44%	12-Jul-21	-	600	600	-	-	-
<b>Revolving credit facility:</b>										
SBM Holding Inc	Corporate Facility	100.00	Variable	16-Dec-21	(2)	(1)	(2)	(2)	(1)	(3)
<b>Other:</b>										
OS Installer Limited	SBM Installer	100.00	3.80%	29-Nov-26	58	7	65	-	-	-
Brazilian Deepwater Production B.V.	FPSO Espirito Santo	51.00	Libor + 1.05%	31-Jan-29	45	-	45	-	-	-
Other		100.00			1	(0)	1	1	(0)	1
<b>Net book value of loans and borrowings</b>					<b>4,335</b>	<b>1,216</b>	<b>5,551</b>	<b>4,168</b>	<b>580</b>	<b>4,749</b>

<sup>1</sup> % interest per annum on the remaining loan balance.

<sup>2</sup> The Liza Unity Project finance facility maturity date is December 31, 2021 but can be extended in various ways, and up to the expiry date of the 2 years Charter Term provided that the vessel has been completed.

The Company acquired the remaining 75% equity ownership in OS Installer Limited on September 30, 2020. As a result, OS Installer Limited has been fully consolidated as from the acquisition date including the US\$67 million loan borne by this subsidiary.

For the project finance facilities, the respective vessels are mortgaged to the banks or to note holders.

The Company has available borrowing facilities being the (i) undrawn revolving credit facility (RCF), (ii) the undrawn portions of *Liza Unity* (FPSO) project facilities and (iii) short-term credit lines.

Expiry date of the undrawn facilities and unused credit lines

	2020	2019
Expiring within one year	249	249
Expiring beyond one year	1,298	1,964
<b>Total</b>	<b>1,547</b>	<b>2,213</b>

The drawdowns in 2020 under the *Liza Destiny* and *Liza Unity* project finance facility lead to the decrease of available undrawn facilities and unused credit lines.

The RCF in place as of December 31, 2020 has a maturity date of February 13, 2025, following the exercise of a one-year extension option on February 5, 2020. The US\$1 billion facility was secured with a selected group of 11 core relationship banks and has an uncommitted option to increase the RCF by an additional US\$500 million. On February 1, 2021, the lenders in the Company's US\$1 billion Revolving Credit Facility (RCF) agreed to the Company's request to exercise the second one-year extension. The final maturity date of the RCF is thereby extended from February 12, 2025 to February 13, 2026. The Company does not have any other extension option remaining.

When needed, the RCF allows the Company to finance EPC activities / working capital, bridge any long-term financing needs, and/or finance general corporate purposes, when needed, in the following proportions:

- EPC activities / working capital – 100% of the facility;
- General Corporate Purposes – up to 50% of the facility;
- Refinancing project debt – 100% of the facility but limited to a period of 18 months

The pricing of the RCF is based on LIBOR and a margin adjusted in accordance with the applicable leverage ratio ranging from a minimum level of 0.50% p.a. to a maximum of 1.50% p.a. The margin also includes a Sustainability Adjustment Mechanism whereby the margin may increase or decrease by 0.05% based on the absolute change in the Company performance as measured and reported by Sustainalytics<sup>1</sup>. The Company's performance in 2020 allows the margin to remain stable for 2021.

## COVENANTS

The following key financial covenants apply to the RCF as agreed with the respective lenders on February 11, 2020, and unless stated otherwise, relate to the Company's consolidated financial statements:

- **Solvency:** Consolidated IFRS Tangible Net Worth divided by Consolidated IFRS Tangible Assets must be > 25%;
- **Interest Cover Ratio:** Consolidated Directional Underlying EBITDA divided by Consolidated Directional Net Interest Payable must be > 4.0.

The **Lease Backlog Cover Ratio (LBCR)** is used to determine the **maximum funding availability** under the RCF. The maximum funding availability is determined by calculating the net present value of the future contracted net cash after debt service of a defined portfolio of operational offshore units in the directional backlog. The maximum theoretical amount available under the RCF is then determined by dividing this net present value by 1.5. The actual availability under the RCF will be the lower of this amount and the applicable Facility Amount. As at December 31, 2020 additional headroom above the US\$1 billion capacity under the RCF exceeded US\$0.9 billion. As of 12 February 2021, this will increase to more than US\$1.1 billion following the inclusion of *Liza Destiny* (FPSO) in the calculation.

<sup>1</sup> Sustainalytics is a provider of Environmental, Social and Governance and Corporate Governance research and ratings.

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For the purpose of covenants calculations, the following simplified definitions apply:

- **IFRS Tangible Net Worth:** Total equity (including non-controlling interests) of the Company in accordance with IFRS, excluding the marked-to-market valuation of currency and interest derivatives undertaken for hedging purposes by the Company through other comprehensive income, dividends declared, value of intangible assets and deferred taxes.
- **Consolidated IFRS Tangible Assets:** The Company total assets (excluding intangible assets) in accordance with the IFRS consolidated statement of financial position less the marked-to-market valuation of currency and interest derivatives undertaken for hedging purposes by the Company through other comprehensive income.
- **Consolidated Directional Underlying EBITDA:** Consolidated profit of the Company adjusted for net interest payable, tax and depreciation of assets and impairments, any exceptional or extraordinary items, and by adding back (i) the annualized production EBITDA for units which started operations during the financial year, and (ii) the acquisition annualized EBITDA for units acquired during the financial year.
- **Consolidated Directional Net Interest Payable:** All interest and other financing charges paid up, payable (other than capitalized interest during a construction period and interest paid or payable between wholly owned members of the Company) or incurred by the Company less all interest and other financing charges received or receivable by the Company, as per Directional reporting.

### Covenants

	2020	2019
IFRS Tangible Net Worth	3,709	3,650
Consolidated IFRS Tangible Assets	10,896	10,221
Solvency ratio	34.0%	35.7%
Adjusted (Directional) Underlying EBITDA	948 <sup>1</sup>	1,055 <sup>2</sup>
Consolidated Directional Net Interest Payable	173	134
Interest cover ratio	5.5	7.9

1 Exceptional items restated from 2020 Consolidated Directional Underlying EBITDA are mainly related to the US\$77M anticipated revenue recognition following the early redelivery of the Deep Panuke MOPU.

2 Exceptional items restated from 2019 Consolidated Directional Underlying EBITDA were mainly related to the US\$90 million gain on the purchase of the minority shares in the entities related to FPSO's Cidade de Paraty, Cidade de Ilhabela, Cidade de Marica, Cidade de Saquarema and Capixaba. Consolidated Directional Underlying EBITDA included the annualized production EBITDA for Liza Destiny (FPSO) and the acquisition annualized EBITDA for the acquired minority shares in the above mentioned FPSO's companies.

None of the borrowings in the statement of financial position were in default as at the reporting date or at any time during the period.

### LEASE LIABILITIES

The lease liabilities mostly relate to the leasing of office buildings as of December 31, 2020.

The movement in the lease liabilities is as follows:

	2020	2019
<b>Principal recognized at 1 January</b>	<b>173</b>	<b>189</b>
Additions	12	14
Redemptions	(28)	(28)
Foreign currency variations	3	(1)
Other	(87)	-
<b>Total movements</b>	<b>(101)</b>	<b>(16)</b>
<b>Remaining principal at 31 December</b>	<b>71</b>	<b>173</b>
Of which		
Current portion	20	32
Non-current portion	51	141

The Company was the long-term charterer of the diving support and construction vessel (DSCV) SBM Installer under a contract ending in 2026. The Company had 25% equity ownership in the entity holding the vessel, OS Installer Limited (OSI). The Company acquired the remaining 75% equity ownership in OSI on September 30, 2020. As a result, OSI has been fully consolidated as from such acquisition date and the existing lease liability related to the long-term charter was derecognized

since the obligation became an intercompany liability eliminated in the group consolidated financial statements. The value of the lease liability at the acquisition date was US\$87 million. Please refer to note 4.3.1 Financial Highlights.

Maturity of the lease liabilities is analyzed as follows:

	31 December 2020
Within one year	20
Between 1 and 2 years	18
Between 2 and 5 years	28
More than 5 years	6
<b>Balance at 31 December</b>	<b>71</b>

The total cash outflow for leases in 2020 was US\$31 million, which includes redemptions of principal and interest payments.

### 4.3.25 DEFERRED INCOME

Deferred income is as follows:

	31 December 2020	31 December 2019
Deferred income on operating lease contracts	-	150
<b>Total</b>	<b>0</b>	<b>150</b>

The deferred income on operating lease contracts was mainly related to the revenue *FPSO Espirito Santo*, which reflected a decreasing day-rate schedule. As revenue is shown in the income statement on a straight-line basis with reference to IFRS 16 'Leases', the difference between the yearly straight-line revenue and the contractual day rates was included as deferred income as of December 31, 2019.

The decrease in deferred income of US\$150 million compared with prior year is entirely due to the sale of the *FPSO Espirito Santo* following the newly negotiated contract with the client in December 2020, which resulted in a finance lease accounting treatment instead of an operating lease. We refer to note 4.3.15 Finance Lease Receivables.

### 4.3.26 PROVISIONS

The movement and type of provisions during the year 2020 are summarized as follows:

Provisions (movements)

	Demobilisation	Onerous contracts	Warranty	Employee benefits	Restructuring	Other	Total
<b>Balance at 31 December 2019</b>	<b>124</b>	<b>-</b>	<b>49</b>	<b>28</b>	<b>0</b>	<b>81</b>	<b>283</b>
Derecognition at 1 January following early application IFRS 16	-	-	-	-	-	-	-
<b>Balance at 1 January 2020</b>	<b>124</b>	<b>-</b>	<b>49</b>	<b>28</b>	<b>0</b>	<b>82</b>	<b>283</b>
Arising during the year	18	3	19	5	46	95	187
Unwinding of interest	7	-	-	0	-	-	7
Utilised	(13)	0	(1)	(1)	(16)	(5)	(35)
Released to profit	(0)	-	(30)	(3)	(0)	(12)	(46)
Other movement	0	-	(0)	5	(25)	1	(19)
<b>Balance at 31 December 2020</b>	<b>135</b>	<b>3</b>	<b>37</b>	<b>34</b>	<b>6</b>	<b>161</b>	<b>377</b>
of which :							
Non-current portion	111	1	-	34	-	102	248
Current portion	23	2	37	-	6	59	128

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### Demobilization

The provision for demobilization relates to the costs for demobilization of the vessels and floating equipment at the end of the respective operating lease periods. The obligations are valued at net present value, and a yearly basis interest is added to this provision. The recognized interest is included in the line item 'Financial expenses' of the consolidated income statement (please refer to note 4.3.9 Net Financing Costs).

The increase in the provision for demobilization related mainly to a reassessment of the expected demobilization, towing and green recycling costs of the Deep Panuke MOPU unit. The utilization of the provision over the year also relate to the decommissioning of this unit, which has commenced in 2020.

Expected outflow within one year is US\$23 million and amounts to US\$85 million between one and five years, and US\$24 million after five years.

### Onerous contracts

The restructuring activities and the reallocation of activities and resources has led to vacating certain leased office buildings. This has resulted into a provision for onerous service facilities contracts for an amount of US\$3 million, of which US\$2 million is the current portion.

### Warranty

For most Turnkey sales, the Company gives warranties to its clients. Under the terms of the contracts, the Company undertakes to make good, by repair or replacement, defective items that become apparent within an agreed period starting from the final acceptance by the client. The increase of the warranty provision consists of new provisions accrued on projects under construction over the period.

### Restructuring

For the year 2020, total restructuring costs provided for were US\$46 million. US\$25 million has been reclassified to payables as the company has reached settlement agreements with the terminated employees and which is still unpaid as at December 31, 2020. The restructuring of the Company leads to a reduction of approximately 600 positions compared with year-end 2019.

### Other

Other provisions mainly relate to claims, regulatory fines related to operations and local content penalty on construction projects. The latter being the main driver of the increase in Other provisions during 2020.

## 4.3.27 TRADE AND OTHER PAYABLES

Trade and other payables (summary)

	<i>Notes</i>	<b>31 December 2020</b>	<b>31 December 2019</b>
Trade payables		131	143
Accruals on projects		468	288
Accruals regarding delivered orders		53	110
Other payables		109	68
Contract liability	4.3.20	69	42
Pension taxation		7	10
Taxation and social security costs		110	103
Current portion of deferred income		6	57
Other non-trade payables		80	75
<b>Total</b>	<b>4.3.29</b>	<b>1,033</b>	<b>896</b>

The total trade and other payables increased due to the higher construction activities during 2020.

Accruals on projects increased mainly relate to progress made on projects and MPF hulls not yet invoiced by construction yards.

Accruals regarding delivered orders decreased in 2020 compared to 2019 mainly in relation to the finalization of *Liza Destiny* (FPSO) following project completion in December 2019.

Increase of the contract liability is mainly due to the timing of invoicing in relation to Renewables EPC projects.

Current portion of deferred income is mainly related to the revenue of operating lease contracts which includes a decreasing day-rate schedule. As income is shown in the income statement on a straight-line basis with reference to IFRS 16 'Leases', the difference between the yearly straight-line revenue and the contractual day rates is included as deferred income. The deferral is released through the income statement over the remaining duration of the relevant operating lease contract. The decrease in deferred income of US\$51 million as per December 31, 2020 compared to prior year is mainly due to the sale of the *FPSO Espirito Santo*. Please refer to note 4.3.15 Finance Lease Receivables.

Other non-trade payables include mostly interest payable and the short-term portion of the outstanding payments related to the Leniency Agreement. The long-term portion of the liability for outstanding payments related to the Leniency Agreement and the settlement with Brazilian Federal Prosecutor's Office (Ministério Público Federal – 'MPF') is presented in the line item 'Other non-current liabilities' in the Company's statement of financial position.

The contractual maturity of the trade payables is as follows:

Trade and other payables (contractual maturity of the trade payables)

	31 December 2020	31 December 2019
Within 1 month	131	136
Between 1 and 3 months	1	6
Between 3 months and 1 year	0	0
More than one year	(0)	0
<b>Total</b>	<b>131</b>	<b>142</b>

## 4.3.28 COMMITMENTS AND CONTINGENCIES

### PARENT COMPANY GUARANTEES

SBM Offshore N.V., as the parent company, is committed to fulfill various types of obligations arising from customer contracts, such as full performance and warranty obligations.

In the past, the parent company has issued guarantees for contractual obligations in respect of several Group companies, including equity-accounted joint ventures, with respect to long-term lease and operate contracts. The few remaining guarantees still active as of December 31, 2020 relate to the Deep Panuke MOPU unit, *Thunder Hawk* semi-submersible platform and *FPSO Saxi Batuque*, and have all been signed prior to 2010.

### BANK GUARANTEES

As of December 31, 2020, the Company has provided bank guarantees to unrelated third parties for an amount of US\$570 million (2019: US\$572 million). No liability is expected to arise under these guarantees.

The Company holds in its favor US\$640 million of bank guarantees from unrelated third parties. No withdrawal under these guarantees is expected to occur.

### COMMITMENTS

As at December 31, 2020, the remaining contractual commitments for acquisition of intangible assets, property, plant and equipment and investment in leases amounted to US\$990 million (December 31, 2019: US\$639 million). Investment commitments have increased principally due to the progress made on the construction of the *Liza Unity* (FPSO), *Prosperity* (FPSO) and *FPSO Sepetiba*.



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### CONTINGENT LIABILITY

#### Update on legacy

The Deferred Prosecution Agreement SBM Offshore signed with the United States Department of Justice on November 29, 2017 includes, among other things, an obligation to report on the status of the Company's compliance program. The Company confirms that this three-year period has now ended, without extension or other conditions.

In Switzerland, three of the Company's subsidiaries received a notification from the Bundesanwaltschaft (federal prosecutor's office) in Bern. It concerns a suspicion that from 2005 till 2012 these subsidiaries failed to take the necessary measures to prevent the execution of corrupt payments during said period. The notification refers to the legacy settlements the Company concluded in the Netherlands (2014) and Brazil (2018) as well as the Deferred Prosecution Agreement with the United States. The suspicion regarding the compliance controls shortcoming relate to payments covered by these agreements.

There are no provisions or accrued liabilities accounted for as of December 31, 2020 related to the notification received from the Bundesanwaltschaft (federal prosecutor's office) in Bern.

### 4.3.29 FINANCIAL INSTRUMENTS – FAIR VALUES AND RISK MANAGEMENT

This note presents information about the Company's exposure to risk resulting from its use of financial instruments, the Company's objectives, policies and processes for measuring and managing risk, and the Company's management of capital. Further qualitative disclosures are included throughout these consolidated financial statements.

#### ACCOUNTING CLASSIFICATIONS AND FAIR VALUES

The Company uses the following fair value hierarchy for financial instruments that are measured at fair value in the statement of financial position, which require disclosure of fair value measurements by level:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2);
- Inputs for the asset or liability that are not based on observable market data (that is unobservable inputs) (Level 3).

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

#### Accounting classification and fair values

	Notes	Fair value level	31 December 2020		31 December 2019	
			Total book value	Total fair value	Total book value	Total fair value
<b>Financial assets measured at amortized cost</b>						
Finance lease receivables	4.3.15	3	6,488	7,223	6,694	7,137
Loans to joint ventures and associates	4.3.16	3	46	43	55	49
<b>Total</b>			<b>6,534</b>	<b>7,265</b>	<b>6,749</b>	<b>7,186</b>
<b>Financial liabilities measured at amortized cost</b>						
US\$ project finance facilities drawn	4.3.24	2	5,620	5,669	4,829	4,861
Revolving credit facility/Bilateral credit facilities	4.3.24	2	-	-	(0)	(0)
Lease liabilities		3	71	71	173	173
Other debt	4.3.24	2	1	1	1	1
<b>Total</b>			<b>5,692</b>	<b>5,741</b>	<b>5,003</b>	<b>5,035</b>

#### Additional information

- In the above table, the Company has disclosed the fair value of each class of financial assets and financial liabilities for which the book value is different than fair value in a way that permits the information to be compared with the carrying amounts.
- There are financial assets and financial liabilities measured at fair value, namely the interest rate swaps and forward currency contracts which are classified at a Level 2 on the fair value hierarchy. Level 2 is based on inputs other than quoted

prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices). The carrying amount for these financial assets and liabilities approximates the fair value as at December 31, 2020.

- The Company has not disclosed the fair values for financial instruments such as short-term trade receivables and payables, because their carrying amounts are a reasonable approximation of fair values as the impact of discounting is insignificant.
- Classes of financial instruments that are not used are not disclosed.
- No instruments were transferred between Level 1 and Level 2.
- No instruments were transferred between Level 2 and Level 3.
- None of the instruments of the Level 3 hierarchy are carried at fair value in the statement of financial position.
- No financial instruments were subject to offsetting as of December 31, 2020 and December 31, 2019.

The effects of the foreign currency related hedging instruments on the Company's financial position and performance including related information is included in the table below:

Effect of the foreign currency and interest swaps related hedging instruments

	2020	2019
<b><i>Foreign currency forwards</i></b>		
Carrying amount	77	(35)
Notional amount	(2,162)	(2,107)
Maturity date	4-9-2021	11-18-2020
Hedge ratio	100%	100%
Change in discounted spot value of outstanding hedging instruments since 1 January	112	(17)
Change in value hedged rate for the year (including forward points)	(112)	17
<b><i>Interest rate swaps</i></b>		
Carrying amount	(351)	(159)
Notional amount	5,649	5,481
Maturity date	13-6-2027	5-28-2028
Hedge ratio	93%	96%
Change in discounted spot value of outstanding hedging instruments since 1 January	(192)	(123)
Change in value hedged rate for the year (including forward points)	192	123

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### MEASUREMENT OF FAIR VALUES

The following table shows the valuation techniques used in measuring Level 2 and Level 3 fair values, as well as the significant unobservable inputs used.

Type	Level 2 and level 3 instruments		Level 3 instruments
	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
<b>Financial instrument measured at fair value</b>			
Interest rate swaps	Income approach – Present value technique	Not applicable	Not applicable
Forward currency contracts	Income approach – Present value technique	Not applicable	Not applicable
<b>Financial instrument not measured at fair value</b>			
Loans to joint ventures and associates	Income approach – Present value technique	<ul style="list-style-type: none"> <li>▪ Forecast revenues</li> <li>▪ Risk-adjusted discount rate (1%-9%)</li> </ul>	The estimated fair value would increase (decrease) if: <ul style="list-style-type: none"> <li>▪ the revenue was higher (lower)</li> <li>▪ the risk-adjusted discount rate was lower (higher)</li> </ul>
Finance lease receivables	Income approach – Present value technique	<ul style="list-style-type: none"> <li>▪ Forecast revenues</li> <li>▪ Risk-adjusted discount rate (5%-9%)</li> </ul>	The estimated fair value would increase (decrease) if: <ul style="list-style-type: none"> <li>▪ the revenue was higher (lower)</li> <li>▪ the risk-adjusted discount rate was lower (higher)</li> </ul>
Loans and borrowings	Income approach – Present value technique	Not applicable	Not applicable
Other long-term debt	Income approach – Present value technique	Not applicable	Not applicable

## DERIVATIVE ASSETS AND LIABILITIES DESIGNATED AS CASH FLOW HEDGES

The following table indicates the period in which the cash flows associated with the cash flow hedges are expected to occur and the carrying amounts of the related hedging instruments. The amounts disclosed in the table are the contractual undiscounted cash flows. The future interest cash flows for interest rate swaps are estimated using the forward rates as at the reporting date.

### Cash flows

	Carrying amount	Less than 1 year	Between 1 and 5 years	More than 5 years	Total
<b>31 December 2020</b>					
Interest rate swaps (USD LIBOR 3 Months)	(351)	(79)	(190)	(111)	(380)
Forward currency contracts	77	41	32	-	72
<b>31 December 2019</b>					
Interest rate swaps (USD LIBOR 3 Months)	(159)	(20)	(204)	54	(170)
Forward currency contracts	(35)	(28)	(34)	-	(62)

The following table indicates the period in which the cash flows hedges are expected to impact profit or loss and the carrying amounts of the related hedging instruments.

### Expected profit or loss impact

	Carrying amount	Less than 1 year	Between 1 and 5 years	More than 5 years	Total
<b>31 December 2020</b>					
Interest rate swaps (USD LIBOR 3 Months)	(351)	(79)	(190)	(111)	(380)
Forward currency contracts	77	41	32	-	72
<b>31 December 2019</b>					
Interest rate swaps (USD LIBOR 3 Months)	(159)	(20)	(204)	54	(170)
Forward currency contracts	(35)	(28)	(34)	-	(62)

### Interest rate swaps

Gains and losses recognized in the hedging reserve in equity on interest rate swap contracts will be continuously released to the income statement until the final repayment of the hedged items (please refer to note 4.3.23 Equity Attributable to Shareholders).

### Forward currency contracts

Gains and losses recognized in the hedging reserve on forward currency contracts are recognized in the income statement in the period or periods during which the hedged transaction affects the income statement. This is mainly within twelve months from the statement of financial position date unless the gain or loss is included in the initial amount recognized in the carrying amount of fixed assets, in which case recognition is over the lifetime of the asset. If the gain or loss is included in the initial amount recognized in the carrying amount of the cost incurred on construction contracts then the recognition is over time.

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### LOSS ALLOWANCE ON FINANCIAL ASSETS AND CONSTRUCTION WORK-IN-PROGRESS

The movement of loss allowance during the year 2020 is summarized as follows:

	Finance lease receivable		Construction work-in-progress		Trade receivables		Other financial assets	
	2020	2019	2020	2019	2020	2019	2020	2019
<b>Opening loss allowance as at 1 January</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(1)</b>	<b>(4)</b>	<b>(7)</b>	<b>(99)</b>	<b>(99)</b>
Increase in loss allowance recognized in profit or loss during the year	(1)	-	(4)	(0)	(3)	(1)	(15)	-
Receivables written off during the year as uncollectible	-	-	-	-	2	-	-	-
Unused amount reversed	<b>0</b>	-	<b>0</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>0</b>	-
<b>At 31 December</b>	<b>(1)</b>	<b>0</b>	<b>(4)</b>	<b>(0)</b>	<b>(3)</b>	<b>(4)</b>	<b>(114)</b>	<b>(99)</b>

### FINANCIAL RISK MANAGEMENT

The Company's activities expose it to a variety of financial risks, market risks (including currency risk, interest rate risk and commodity risk), credit risk and liquidity risk. The Company's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Company's financial performance. The Company uses derivative financial instruments to hedge certain risk exposures. The Company buys and sells derivatives in the ordinary course of business and also incurs financial liabilities in order to manage market risks. All such transactions are carried out within the guidelines set in the Company policy. Generally, the Company seeks to apply hedge accounting in order to manage volatility in the income statement and statement of comprehensive income. The purpose is to manage the interest rate and currency risk arising from the Company's operations and its sources of finance. Derivatives are only used to hedge closely correlated underlying business transactions.

The Company's principal financial instruments, other than derivatives, comprise trade debtors and creditors, bank loans and overdrafts, cash and cash equivalents (including short-term deposits) and financial guarantees. The main purpose of these financial instruments is to finance the Company's operations. Trade debtors and creditors result directly from the business operations of the Company.

Financial risk management is carried out by a central treasury department under policies approved by the Management Board. Treasury identifies, evaluates and hedges financial risks in close co-operation with the subsidiaries and the Chief Financial Officer (CFO) during the quarterly Asset and Liability Committee. The Management Board provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity. It is, and has been throughout the year under review, the Company's policy that no speculation in financial instruments shall be undertaken. The main risks arising from the Company's financial instruments are market risk, liquidity risk and credit risk.

During the year of 2020, the COVID-19 pandemic caused crises in many aspects of the worldwide economy. This, combined with demand and supply crises in the oil and gas market has required the Company to evolve and adapt to uncertain market conditions. In the light of this situation, the Company reviewed its financial risk management program and concluded that the existing procedures adequately addressed this challenging situation.

In the context of the COVID-19 pandemic and low oil price environment, the Company especially focused on liquidity, credit and counterparty risks:

- The Company conducted various liquidity scenarios, financial stress tests and sensitivity analyses. The conclusion was that the Company's lease portfolio and the existing financing facilities are sufficient to ensure that the Company will continue as a going concern in the foreseeable future and it can sustain future growth plans;
- The Company performed analyses on the credit and counterparty risks of its clients and financial partners. The analysis resulted in no material impact (refer to note 4.3.8 Net Impairment Gains/(Losses) on Financial and Contract Assets); and
- The Company applied its policy on derivative financial instruments and cash and cash equivalents counterparty credit risk. Credit limits per individual counterparty were not exceeded during 2020.

In terms of hedging policy which addressed interest rates and foreign exchanges rates risks, the hedging instrument in place are effective with no material ineffectiveness (refer to note 4.3.9 Net Financing Costs). The Company did not identify a need to hedge any other financial risks in the COVID-19 context.

### Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, will affect the Company's income or the value of its holding of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return on risk.

### Foreign exchange risk

The Company operates internationally and is exposed to foreign exchange risk arising from transactional currency exposures, primarily with respect to the euro, Singapore dollar, and Brazilian real. The exposure arises from sales or purchases in currencies other than the Company's functional currency. The Company uses forward currency contracts to eliminate the currency exposure once the Company has entered into a firm commitment of a project contract.

For foreign currency risk, the principle terms of the forward currency contract (notional and settlement date) and the future expense or revenue (notional and expected cash flow date) are identical. The Company has established a hedge ratio of 1:1 for all its hedging relationships.

The main Company's exposure to foreign currency risk is as follows based on notional amounts:

#### Foreign exchange risk (summary)

in millions of local currency	31 December 2020			31 December 2019		
	EUR	SGD	BRL	EUR	SGD	BRL
Fixed assets	71	-	93	83	-	516
Current assets	93	6	554	89	1	868
Long-term liabilities	(28)	-	(43)	(48)	-	(235)
Current liabilities	(174)	(16)	(633)	(105)	(20)	(1,169)
<b>Gross balance sheet exposure</b>	<b>(38)</b>	<b>(10)</b>	<b>(29)</b>	<b>18</b>	<b>(19)</b>	<b>(21)</b>
Estimated forecast sales	78	-	-	65	-	-
Estimated forecast purchases	(1,079)	(525)	(1,073)	(1,175)	(276)	(888)
<b>Gross exposure</b>	<b>(1,039)</b>	<b>(535)</b>	<b>(1,102)</b>	<b>(1,092)</b>	<b>(295)</b>	<b>(909)</b>
Forward exchange contracts	1,055	528	1,121	1,086	293	1,111
<b>Net exposure</b>	<b>16</b>	<b>(8)</b>	<b>19</b>	<b>(6)</b>	<b>(1)</b>	<b>202</b>

The decrease of the BRL exposure during 2020 was mainly driven by the decrease of the loans to the Brazilian operations entities.

The estimated forecast purchases relate to project expenditure and overhead expenses for up to three years. The main currency exposures of overhead expenses and Brazilian operations are hedged at 100% for the coming year, between 66% and 100% for the year after, and between 33% and 100% for the subsequent year depending on internal review of the foreign exchange market conditions.

#### Foreign exchange risk (exchange rates applied)

	2020	2019	2020	2019
	Average rate		Closing rate	
EUR 1	1.1422	1.1195	1.2271	1.1234
SGD 1	0.7254	0.7330	0.7566	0.7434
BRL 1	0.1958	0.2540	0.1925	0.2488

The sensitivity on equity and the income statement resulting from a change of ten percent of the US dollar's value against the following currencies at December 31 would have increased (decreased) profit or loss and equity by the amounts shown

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below. This analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis as for 2019.

### Foreign exchange risk (sensitivity)

	Profit or loss		Equity	
	10 percent increase	10 percent decrease	10 percent increase	10 percent decrease
<b>31 December 2020</b>				
EUR	(1)	1	(124)	124
SGD	1	(1)	(40)	40
BRL	0	(0)	(21)	21
<b>31 December 2019</b>				
EUR	1	(1)	(125)	125
SGD	0	(0)	(21)	21
BRL	0	(0)	(27)	(27)

As set out above, by managing foreign currency risk the Company aims to reduce the impact of short-term market price fluctuations on the Company's earnings. Over the long-term however, permanent changes in foreign currency rates would have an impact on consolidated earnings.

### Interest rate risk

The Company's exposure to risk from changes in market interest rates relates primarily to the Company's long-term debt obligations with a floating interest rate. In respect of controlling interest rate risk, the floating interest rates of long-term loans are hedged by fixed rate swaps for the entire maturity period. The revolving credit facility is intended for the fluctuating needs of construction financing and bears interest at floating rates, which is also swapped for fixed rates when exposure is significant.

For interest rate risk, the principle terms of the interest rate swap (notional amortization, rate-set periods) and the financing (repayment schedule, rate-set periods) are identical. The Company has established a hedge ratio of 1:1, as the hedging layer component matches the nominal amount of the interest rate swap for all its hedging relationships.

### Interest rate benchmark reform

The reform and replacement of benchmark interest rates such as USD LIBOR 3M and other interbank offered rates ('IBORs') has become a priority for global regulators. There is currently uncertainty around the timing and precise nature of these changes. To transition existing contracts and agreements that reference USD LIBOR to Secured Overnight Financing Rate ('SOFR') as benchmark for US\$ denominated derivatives and loans, adjustments for term differences and credit differences might need to be applied to SOFR, to enable the two benchmark rates to be economically equivalent on transition.

The Company's treasury department is managing SBM Offshore's IBOR transition plan with the support of the Company's Legal department. The greatest change will be amendments to the contractual terms of the USD LIBOR-referenced floating-rate debt and the associated interest rate swaps and the corresponding update of the hedge designation. However, the changed reference rate may also affect other systems, processes, risk and valuation models.

### Relief applied

The Company has applied the following reliefs that were introduced by the amendments made to IFRS 9 Financial Instruments in September 2019:

- When considering the 'highly probable' requirement, the Company has assumed that the USD LIBOR 3M interest rate on which the Company's hedged debt 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 Company has assumed that the USD LIBOR interest rate on which the cash flows of the hedged debt and the interest rate swap that hedges it are based is not altered by LIBOR reform.
- The Company has not recycled the cash flow hedge reserve relating to the period after the reforms are expected to take effect.

### Assumptions made

The counterparties to the Company's interest rate swaps are also counterparties to the floating loan they are hedging. It is then assumed that the result of the negotiations with external banks and the implementation of SOFR will not have material impacts on the Company's future financial results.

At the reporting date, the interest rate profile of the Company's interest-bearing financial instruments (excluding transaction costs) was:

### Interest rate risk (summary)

	2020	2019
<b>Fixed rate instruments</b>		
Financial assets	6,573	6,770
Financial liabilities	(347)	(448)
<b>Total</b>	<b>6,226</b>	<b>6,322</b>
<b>Variable rate instruments (USD LIBOR 3 Months)</b>		
Financial assets	46	55
Financial liabilities	(5,229)	(4,382)
Financial liabilities (future)	(1,271)	(1,879)
<b>Total</b>	<b>(6,454)</b>	<b>(6,206)</b>

### Interest rate risk (exposure)

	2020	2019
Variable rate instruments (USD LIBOR 3 Months)	(6,454)	(6,206)
Less: Reimbursable items (USD LIBOR 3 Months)	668	565
Less: IRS contracts (USD LIBOR 3 Months)	5,649	5,481
<b>Exposure</b>	<b>(136)</b>	<b>(160)</b>

### Interest rate risk (sensitivity)

	Profit or loss		Equity	
	100 bp increase	100 bp decrease	100 bp increase	100 bp decrease
<b>31 December 2020</b>				
Variable rate instruments (USD LIBOR 3 Months)	(1)	1	-	-
Interest rate swap	-	-	226	(226)
<b>Sensitivity (net)</b>	<b>(1)</b>	<b>1</b>	<b>226</b>	<b>(226)</b>
<b>31 December 2019</b>				
Variable rate instruments (USD LIBOR 3 Months)	(1)	1	-	-
Interest rate swap (USD LIBOR 3 Months)	0	(0)	240	(240)
<b>Sensitivity (net)</b>	<b>(1)</b>	<b>1</b>	<b>240</b>	<b>(240)</b>

The sensitivity on equity and the income statement resulting from a change of 100 basis points in interest rates at the reporting date would have increased (decreased) equity and profit or loss by the amounts shown above. This analysis assumes that all other variables, in particular foreign currency rates, remain constant. The analysis is performed on the same basis as for 2019.

At December 31, 2020, it is estimated that a general increase of 100 basis points in interest rates would decrease the Company's profit before tax for the year by approximately US\$1 million (2019: decrease of US\$1 million) mainly related to residual exposure on un-hedged financial liabilities.

As set out above, the Company aims to reduce the impact of short-term market price fluctuations on the Company's earnings. Over the long-term however, permanent changes in interest rates could have an impact on consolidated earnings.



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### Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's other financial assets, trade and other receivables (including committed transactions), derivative financial instruments and cash and cash equivalents.

#### Credit risk

Rating	2020		2019	
	Assets	Liabilities	Assets	Liabilities
AA	0	(10)	-	(4)
AA-	67	(171)	21	(89)
A+	66	(205)	20	(147)
A	3	(24)	-	(1)
BBB	-	(1)	1	-
Non-investment grade	-	-	1	-
<b>Derivative financial instruments</b>	<b>136</b>	<b>(411)</b>	<b>43</b>	<b>(241)</b>
AAA	111	-	120	-
AA	10	-	27	-
AA-	217	-	183	-
A+	53	-	131	-
A	3	-	11	-
A-	0	-	0	-
Non-investment grade	20	-	34	-
<b>Cash and cash equivalents and bank overdrafts</b>	<b>414</b>	<b>-</b>	<b>506</b>	<b>-</b>

The Company maintains and reviews its policy on cash investments and limits per individual counterparty are set to:

- BBB- to BBB+ rating: US\$25 million or 10% of cash available.
- A- to A+ rating: US\$75 million or 20% of cash available.
- AA- to AA+ rating: US\$100 million or 20% of cash available.
- Above AA+ rating: no limit.

As per December 31, 2020, cash investments above AA+ rating do not exceed US\$100 million per individual counterparty.

Cash held in banks rated AA- is mainly linked to cash pledged to loan reimbursements to those same banks. Cash held in banks rated below A- is mainly related to the Company's activities in Angola (US\$13 million) and decreased since 2019 following cash repatriation.

For trade debtors the credit quality of each customer is assessed, taking into account its financial position, past experience and other factors. Bank or parent company guarantees are negotiated with customers. Individual risk limits are set based on internal or external ratings in accordance with limits set by the Management Board. At the date of the financial statements, there are no customers that have an outstanding balance with a percentage over 10% of the total of trade and other receivables. Reference is made to note 4.3.19 Trade and Other Receivables for information on the distribution of the receivables by country and an analysis of the ageing of the receivables. Furthermore, limited recourse project financing removes a significant portion of the credit risk on finance lease receivables.

For other financial assets, the credit quality of each counterpart is assessed taking into account its credit agency rating when available or a comparable proxy.

Regarding loans to joint ventures and associates, the maximum exposure to credit risk is the carrying amount of these instruments. As the counterparties of these instruments are joint ventures, the Company has visibility over the expected cash flows and can monitor and manage credit risk that mainly arises from the joint venture's final client.

### Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities

when due, under both normal and abnormal conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company conducted various liquidity scenarios, financial stress tests and sensitivity analyses. The conclusion was that the Company's lease portfolio and the existing financing facilities are sufficient to ensure that the Company will continue as a going concern in the foreseeable future and it can sustain future growth plans. Furthermore, under its Lease and Operate contractual arrangements with clients the Company has considerable time under charters in which to deal with disruptions from events outside the Company's control, thus providing it with considerable financial protection. To date, the Company has been able to manage the COVID-19 situation without the need to use such protection.

Liquidity is monitored using rolling forecasts of the Company's liquidity reserves based on expected cash flows. Flexibility is secured by maintaining availability under committed credit lines.

The table below analyses the Company's non-derivative financial liabilities, derivative financial liabilities and derivative financial assets into relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. The future interest cash flows for borrowings and derivative financial instruments are based on the USD LIBOR 3-month rates as at the reporting date.

#### Liquidity risk 2020

<i>Note</i>	Less than 1 year	Between 1 and 5 years	Over 5 years	Total
<b>31 December 2020</b>				
Borrowings	1,336	3,148 <sup>1</sup>	1,522	5,995
Lease liabilities	20	45	6	71
Derivative financial liabilities	133	193	111	437
Derivative financial assets	(97)	(33)	-	(130)
Trade and other payables	<i>4.3.27</i>	1,033	-	1,033
<b>Total</b>	<b>2,424</b>	<b>3,354</b>	<b>1,639</b>	<b>7,406</b>

<sup>1</sup> includes the Liza Unity Project finance facility as disclosed in 4.3.24 Borrowings and Lease liabilities.

#### Liquidity risk 2019

<i>Note</i>	Less than 1 year	Between 1 and 5 years	Over 5 years	Total
<b>31 December 2019</b>				
Borrowings	766	3,043	1,944	5,753
Lease liabilities	32	102	39	173
Derivative financial liabilities	89	105	29	223
Derivative financial assets	(25)	(3)	-	(29)
Trade and other payables	<i>4.3.27</i>	911	-	911
<b>Total</b>	<b>1,772</b>	<b>3,246</b>	<b>2,012</b>	<b>7,030</b>

#### Capital risk management

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders, benefits for other stakeholders and to maintain a capital structure which optimizes the Company's cost of capital while at the same time, ensures diversification of sources of external funds.

The Company generally uses its corporate revolving credit facility (RCF, US\$1 billion) to bridge financing requirements on projects under construction prior to putting a dedicated project finance facility in place. When a project finance facility is arranged and draw-downs have started, the RCF is repaid and a corporate guarantee from the Company is put in place for the construction period. When the project facility is drawn in full and the associated FPSO is producing, the corporate guarantee is relinquished and the project finance becomes non-recourse debt.

As per December 31, 2020, all the debt associated with operating FPSOs is non-recourse.

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The Company has limited appetite to decrease the existing debt in its structure, as this would involve breakage cost, through winding down the hedges and it would decrease the Company's return on equity. From time to time, it may decide to refinance existing facilities in order to increase and/or extend the tenor of leverage subject to sufficient charter tenor and income.

Given the non-recourse nature of a large part of its debt, the Company monitors its capital risk based on the Lease Backlog Cover Ratio, which is also used by the bank consortium supporting the Company's RCF. Generally, this ratio is calculated as the present value of the projected future net charter income, after deducting the project finance debt and interest payments, of a selected group of FPSO owning entities divided by the Company's corporate debt level (see note 4.3.24 Borrowings and Lease Liabilities).

The gearing ratios at December 31, 2020 and 2019 were as follows:

### Capital risk management

	2020	2019
Total borrowings and lease liabilities	5,623	4,922
Less: net cash and cash equivalents	414	506
<b>Net debt</b>	<b>5,209</b>	<b>4,416</b>
Total equity	3,462	3,613
<b>Total capital</b>	<b>8,670</b>	<b>8,029</b>
Gearing ratio	60.1%	55.0%

### Other risks

In respect of controlling political risk, the Company has a policy of thoroughly reviewing risks associated with contracts, whether Turnkey or long-term leases. Where political risk cover is deemed necessary and available in the market, insurance is obtained.

### 4.3.30 LIST OF GROUP COMPANIES

In accordance with legal requirements a list of the Company's entities that are included in the consolidated financial statements of SBM Offshore N.V. has been deposited at the Chamber of Commerce in Amsterdam.

### 4.3.31 INVESTMENT IN ASSOCIATES AND JOINT VENTURES

The Company has several joint ventures and associates:

Entity name	Partners	Joint venture/ Associate	% of ownership	Country registration	2020 main reporting segment	Project name
Sonasing Xikomba Ltd.	Sociedade Nacional de Combustiveis de Angola Empresa Publica -Sonangol E.P.; Angola Offshore Services Limitada	Joint venture	50.00	Bermuda	Lease & Operate	FPSO N'Goma
OPS-Serviços de Produção de Petróleos Ltd.	Sociedade Nacional de Combustiveis de Angola Empresa Publica -Sonangol E.P.	Joint venture	50.00	Bermuda	Lease & Operate	Angola operations
OPS-Serviços de Produção de Petróleos Ltd. Branch	Sociedade Nacional de Combustiveis de Angola Empresa Publica -Sonangol E.P.	Joint venture	50.00	Angola	Lease & Operate	Angola operations
Sonasing Sanha Ltd.	Sociedade Nacional de Combustiveis de Angola Empresa Publica -Sonangol E.P.; Angola Offshore Services Limitada	Joint venture	50.00	Bermuda	Lease & Operate	FPSO Sanha
Sonasing Kuito Ltd.	Sociedade Nacional de Combustiveis de Angola Empresa Publica -Sonangol E.P.; Angola Offshore Services Limitada	Joint venture	50.00	Bermuda	Lease & Operate	FPSO Kuito
Sonasing Mondo Ltd.	Sociedade Nacional de Combustiveis de Angola Empresa Publica -Sonangol E.P.; Vernon Angolan Services Limitada	Joint venture	50.00	Bermuda	Lease & Operate	FPSO Mondo
Sonasing Saxi Batuque Ltd.	Sociedade Nacional de Combustiveis de Angola Empresa Publica -Sonangol E.P.; Vernon Angolan Services Limitada	Joint venture	50.00	Bermuda	Lease & Operate	FPSO Saxi-Batuque
OPS Production Ltd.	Sociedade Nacional de Combustiveis de Angola Empresa Publica -Sonangol E.P.	Joint venture	50.00	Bermuda	Lease & Operate	Angola operations
Anchor Storage Ltd.	Maersk group	Joint venture	49.00	Bermuda	Lease & Operate	Nkossa II FSO
Gas Management (Congo) Ltd.	Maersk group	Joint venture	49.00	Bahamas	Lease & Operate	Nkossa II FSO
Malaysia Deepwater Floating Terminal (Kikeh) Ltd.	Malaysia International Shipping Corporation Behard	Joint venture	49.00	Malaysia	Lease & Operate	FPSO Kikeh
Malaysia Deepwater Production Contractors Sdn Bhd	Malaysia International Shipping Corporation Behard	Joint venture	49.00	Malaysia	Lease & Operate	FPSO Kikeh
SNV Offshore Ltd.	Naval Ventures Corp (an entity of Synergy group)	Joint venture	50.00	Bermuda	Turnkey	Brazilian yard
Estaleiro Brasa Ltda.	SNV Offshore Limited (see information above)	Joint venture	50.00	Brazil	Turnkey	Brazilian yard
Brasil Superlift Serviços de Içamento Ltda.	SNV Offshore Limited (see information above)	Joint venture	50.00	Brazil	Turnkey	Brazilian yard
Pelican Assets S.à.r.l.	SNV Offshore Limited (see information above)	Joint venture	50.00	Luxembourg	Turnkey	Brazilian yard
Normand Installer S.A.	The Solstad group	Joint venture	49.90	Switzerland	Turnkey	Normand Installer

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Entity name	Partners	Joint venture/ Associate	% of ownership	Country registration	2020 main reporting segment	Project name
SBM Ship Yard Ltd.	Sociedade Nacional de Combustiveis de Angola Empresa Publica -Sonangol E.P.; Daewoo Shipbuilding & Marine Engineering Co. Ltd.	Associate	33.33	Bermuda	Turnkey	Angolan yard
PAENAL - Porto Amboim Estaleiros Navais Ltda.	Sociedade Nacional de Combustiveis de Angola Empresa Publica -Sonangol E.P.; SBM Shipyard	Associate	30.00	Angola	Turnkey	Angolan yard

The Company has no joint operation as per definition provided by IFRS 11 'Joint arrangements'.

The movements in investments in associates and joint ventures are as follows:

	Note	2020	2019
<b>Investments in associates and joint ventures at 1 January</b>		<b>325</b>	<b>421</b>
Share of profit of equity-accounted investees	4.2.1	17	44
Dividends		(44)	(137)
Cash flow hedges		(8)	(1)
Capital increase/(decrease)		(12)	2
Foreign currency variations		(0)	(3)
Share in negative net equity reclassification to loans to joint ventures and associates		-	(1)
Other		3	-
<b>Investments in associates and joint ventures at 31 December</b>		<b>282</b>	<b>325</b>

### Acquisition of 75% equity ownership in OS Installer Limited

The Company acquired the remaining 75% equity ownership in OS Installer Limited for a consideration of US\$34 million on September 30, 2020. As a result, the 25% investment in OS Installer Limited, which was accounted for at equity method prior to the transaction, was derecognized for an amount of US\$12 million, as reported on the line item 'Capital increase/(decrease)' in the above reconciliation table. OS Installer Limited is fully consolidated as from the acquisition date. Please refer to note 4.3.13 Property, Plant and Equipment.

### Purchase and termination options in finance lease contracts – Joint ventures and associates

The finance lease contracts of *FPSO N'Goma*, *FPSO Saxi Batuque* and *FPSO Mondo*, where the Company is the lessor, include call options for the client to purchase the underlying asset or to terminate the contract early. The finance lease contract of *FPSO Kikeh* also includes options for the client to purchase the underlying asset or to terminate the contract early, but it should be noted that the first option for the client to exercise the purchase option on *FPSO Kikeh* is early 2022.

The exercise of the purchase option on FPSOs *N'Goma*, *Saxi Batuque* and *Mondo* as per December 31, 2020 would have resulted in a gain for the Company or a near break-even result. The exercise of the option to terminate the contract early, in which case the Company retains ownership of the vessel, would result in a gain for *FPSO Kikeh*, break-even result for FPSOs *Saxi Batuque* and *Mondo*, while this would result in a non-material loss for the Company on *N'Goma FPSO*. The Company considers the likelihood of the client exercising the option to terminate the contract on this specific contract as remote.

The following tables present the figures at 100%.

#### Information on significant joint arrangements and associates - 2020

Project name	Place of the business	Total assets	Non-current assets	Cash	Loans	Non-current liabilities	Current liabilities	Dividends paid	Revenue
FPSO N'Goma	Angola	930	683	98	386	387	99	-	73
Angola operations	Angola	118	1	2	23	18	99	-	166
FPSO Kikeh	Malaysia	117	9	8	-	5	17	88	67
Brazilian yard	Brazil	2	2	0	1	0	4	-	-
Angolan yard	Angola	72	0	47	511	511	32	-	(2)
Non material joint ventures/associates		83	68	7	169	161	9	-	10
<b>Total at 100%</b>		<b>1,323</b>	<b>763</b>	<b>163</b>	<b>1,090</b>	<b>1,083</b>	<b>260</b>	<b>88</b>	<b>314</b>

#### Information on significant joint arrangements and associates - 2019

Project name	Place of the business	Total assets	Non-current assets	Cash	Loans	Non-current liabilities	Current liabilities	Dividends paid	Revenue
FPSO N'Goma	Angola	987	795	55	445	445	128	170	81
Angola operations	Angola	120	2	9	25	-	105	-	132
FPSO Kikeh	Malaysia	204	103	5	-	5	17	91	82
Brazilian yard	Brazil	2	2	(0)	0	-	2	-	0
Angolan yard	Angola	80	(0)	45	485	485	32	-	3
Non material joint ventures/associates		216	198	11	242	166	82	15	5
<b>Total at 100%</b>		<b>1,610</b>	<b>1,099</b>	<b>126</b>	<b>1,197</b>	<b>1,101</b>	<b>367</b>	<b>275</b>	<b>304</b>

The bank interest-bearing loans and other borrowings held by joint ventures and associates are as follows:

#### Information on loans and borrowings of joint ventures and associates

Entity name	% Ownership	% Interest	Maturity	Net book value at 31 December 2020			Net book value at 31 December 2019		
				Non-current	Current	Total	Non-current	Current	Total
<b>US\$ Project Finance facilities drawn:</b>									
Sonasing Xikomba Ltd	50.00	4.00%	15-05-2026	325	62	386	386	59	445
Normand Installer SA	49.90	3.70%	23-02-2023	27	5	32	32	3	35
OS Installer Limited	25.00	3.80%	17-09-2026	-	-	-	66	7	73
<b>Loans from subsidiaries of SBM Offshore N.V.<sup>1</sup></b>				<b>339</b>	<b>8</b>	<b>347</b>	<b>314</b>	<b>25</b>	<b>339</b>
<b>Loans from other shareholders of the joint ventures and associates</b>				<b>314</b>	<b>-</b>	<b>314</b>	<b>297</b>	<b>-</b>	<b>297</b>
<b>Loans from other joint ventures<sup>2</sup></b>				<b>247</b>	<b>5</b>	<b>251</b>	<b>248</b>	<b>6</b>	<b>254</b>
<b>Net book value of loans and borrowings</b>				<b>1,251</b>	<b>80</b>	<b>1,331</b>	<b>1,343</b>	<b>100</b>	<b>1,443</b>

<sup>1</sup> Please refer to note 4.3.16 'Loans to joint-ventures and associates' for presentation of the carrying amount of these loans in the Company's Consolidated Statement of financial position.

<sup>2</sup> Mainly loans from the joint ventures SBM Shipyard Ltd to the JV PAENAL - Porto Amboim Estaleiros Navais Ltda.

The book value of the project finance facility related to the OS Installer Limited is not reported anymore at December 31, 2020, as this entity is not anymore a joint venture following the acquisition by the Company of 75% ownership in the entity in 2020. Please refer to note 4.1.2 Financial Highlights for more information.

## 4 CORPORATE STATEMENTS 2020

Aggregated information on joint ventures and associates

	2020	2019
Net result at 100%	(2)	68
Reconciliation equity at 100 % with investment in associates and joint ventures		
	2020	2019
Equity at 100%	(20)	142
Partner ownership	134	15
Share in negative net equity reclassification to loans to joint ventures and associates	168	168
<b>Investments in associates and joint ventures</b>	<b>282</b>	<b>325</b>

### 4.3.32 INFORMATION ON NON-CONTROLLING INTERESTS

The Company has several jointly owned subsidiaries:

Entity name	Partners	% of ownership	Country registration	2020 main reporting segment	Project name
Aseng Production Company Ltd.	GE Petrol	60.00	Cayman island	Lease & Operate	FPSO Aseng
Gepsing Ltd.	GE Petrol	60.00	Cayman island	Lease & Operate	FPSO Aseng / FPSO Serpentina
Gepsing Ltd - Equatorial Guinea Branch	GE Petrol	60.00	Equatorial Guinea	Lease & Operate	FPSO Aseng / FPSO Serpentina
Brazilian Deepwater Production Ltd.	Malaysia International Shipping Corporation Behard	51.00	Bermuda	Lease & Operate	FPSO Espirito Santo
Brazilian Deepwater Production Contractors Ltd.	Malaysia International Shipping Corporation Behard	51.00	Bermuda	Lease & Operate	FPSO Espirito Santo
Brazilian Deepwater Production B.V.	Malaysia International Shipping Corporation Behard	51.00	The Netherlands	Lease & Operate	FPSO Espirito Santo
Operações Marítimas em Mar Profundo Brasileiro Ltda	owned by Brazilian Deepwater Production Contractors (see information above)	51.00	Brazil	Lease & Operate	FPSO Espirito Santo
Alfa Lula Alto S.à.r.l.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	61.00	Luxembourg	Turnkey	FPSO Cidade de Marica
Alfa Lula Alto Holding Ltd.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	61.00	Bermuda	Lease & Operate	FPSO Cidade de Marica
Alfa Lula Alto Operações Marítimas Ltda.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	61.00	Brazil	Lease & Operate	FPSO Cidade de Marica
Alfa Lula Alto S.à r.l. (Brazilian branche)	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	61.00	Brazil	Lease & Operate	FPSO Cidade de Marica
Beta Lula Central S.à.r.l.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	61.00	Luxembourg	Turnkey	FPSO Cidade de Saquarema
Beta Lula Central Holding Ltd.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	61.00	Bermuda	Lease & Operate	FPSO Cidade de Saquarema
Beta Lula Central Operações Marítimas Ltda.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	61.00	Brazil	Lease & Operate	FPSO Cidade de Saquarema
Beta Lula Central S.à r.l. (Brazilian branche)	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	61.00	Brazil	Lease & Operate	FPSO Cidade de Saquarema
Tupi Nordeste S.à.r.l.	Nippon Yusen Kabushiki Kaisha; Itochu Corporation	63.13	Luxembourg	Lease & Operate	FPSO Cidade de Paraty
Tupi Nordeste Operações Marítimas Ltda.	Nippon Yusen Kabushiki Kaisha; Itochu Corporation	63.13	Brazil	Lease & Operate	FPSO Cidade de Paraty
Tupi Nordeste Holding Ltd.	Nippon Yusen Kabushiki Kaisha; Itochu Corporation	63.13	Bermuda	Lease & Operate	FPSO Cidade de Paraty

Entity name	Partners	% of ownership	Country registration	2020 main reporting segment	Project name
Tupi Nordeste S.à r.l. (Brazilian branche)	Nippon Yusen Kabushiki Kaisha; Itochu Corporation	63.13	Bermuda	Lease & Operate	FPSO Cidade de Paraty
Guara Norte S.à r.l.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	75.00	Luxembourg	Lease & Operate	FPSO Cidade de Ilhabela
Guara Norte Holding Ltd.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	75.00	Bermuda	Lease & Operate	FPSO Cidade de Ilhabela
Guara Norte Operações Marítimas Ltda.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	75.00	Brazil	Lease & Operate	FPSO Cidade de Ilhabela
Guara Norte S.à r.l. (Brazilian branche)	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	75.00	Brazil	Lease & Operate	FPSO Cidade de Ilhabela
FPSO Brasil Venture S.A.	MISC Berhad	51.00	Switzerland	Lease & Operate	FPSO Brazil
SBM Operações Ltda.	MISC Berhad	51.00	Brazil	Lease & Operate	FPSO Brazil
SBM Systems Inc.	MISC Berhad	51.00	Switzerland	Lease & Operate	FPSO Brazil
Mero 2 Operacoes Maritima Ltd.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	64.50	Brazil	Lease & Operate	FPSO Sepetiba
Mero 2 Operacoes Holding S.A.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	64.50	Switzerland	Lease & Operate	FPSO Sepetiba
Mero 2 Owning B.V.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	64.50	The Netherlands	Lease & Operate	FPSO Sepetiba
Mero 2 B.V.	Mitsubishi Corporation; Nippon Yusen Kabushiki Kaisha	64.50	The Netherlands	Lease & Operate	FPSO Sepetiba
SBM Nauvata Private Limited	Nauvata Engineering Private Limited	51.00	India	Turnkey	Engineering services
South East Shipping Co. Ltd.	Mitsubishi Corporation	75.00	Bermuda	Lease & Operate	Yetagun

#### Receipts from non-controlling interests for change in ownership

The Company received US\$28 million following the transfer of the shares towards the other JV shareholders as part of the Constellation transaction that occurred in 2019.

#### Equity repayment to non-controlling interests

The US\$23 million reported in 4.2.4 Consolidated Statement of Changes in Equity relates to an equity repayment to the partners in the subsidiary following the completion of the bridge loan for *FPSO Sepetiba*.

#### Information on non-controlling interests (NCI)

Included in the consolidated financial statements are the following items that represent the Company's interest in the revenues, assets and loans of the partially owned subsidiaries.

Figures are presented at 100% before elimination of intercompany transactions.



## 4 CORPORATE STATEMENTS 2020

2020

Project name	Place of business	Total assets	Non-current assets	Cash	Loans	Non-current liabilities	Current liabilities	Dividends to NCI	Revenue
FPSO Aseng / FPSO Serpentina	Equatorial Guinea	147	87	15	0	0	29	8	88
FPSO Espirito Santo	Brazil	136	84	13	92	92	45	53	352
FPSO Cidade de Marica	Brazil	1,630	1,483	63	1,016	987	175	3	190
FPSO Cidade de Saquarema	Brazil	1,591	1,480	31	1,109	1,107	135	16	194
FPSO Cidade de Paraty	Brazil	1,070	968	26	311	200	160	-	147
FPSO Cidade de Ilhabela	Brazil	1,449	1,282	87	555	439	177	3	187
FPSO Sepetiba	Brazil	987	-	10	600	89	736	-	755
Non material NCI		26	0	4	-	-	1	0	1
<b>Total 100%</b>		<b>7,036</b>	<b>5,384</b>	<b>250</b>	<b>3,683</b>	<b>2,915</b>	<b>1,457</b>	<b>83</b>	<b>1,914</b>

2019

Project name	Place of business	Total assets	Non-current assets	Cash	Loans	Non-current liabilities	Current liabilities	Dividends to NCI	Revenue
FPSO Aseng / FPSO Serpentina	Equatorial Guinea	152	106	6	0	0	20	0	74
FPSO Espirito Santo	Brazil	231	181	19	-	150	94	12	107
FPSO Cidade de Marica	Brazil	1,684	1,540	61	1,119	1,069	158	2	200
FPSO Cidade de Saquarema	Brazil	1,651	1,532	37	1,195	1,155	123	8	202
FPSO Cidade de Paraty	Brazil	1,126	1,025	26	421	318	151	-	161
FPSO Cidade de Ilhabela	Brazil	1,503	1,336	87	677	562	168	-	197
FPSO Sepetiba	Brazil	415	-	3	-	13	136	-	121
Non material NCI		27	0	4	-	-	3	4	3
<b>Total 100%</b>		<b>6,790</b>	<b>5,721</b>	<b>243</b>	<b>3,411</b>	<b>3,267</b>	<b>854</b>	<b>25</b>	<b>1,065</b>

Reference is made to note 4.3.24 Borrowings and Lease Liabilities for a description of the bank interest-bearing loans and other borrowings per entity.

Included in the consolidated financial statements are the following items that represent the aggregate contribution of the partially owned subsidiaries to the Company consolidated financial statements:

Interest in non-controlling interest (summary)

	2020	2019
Net result	137	145
Accumulated amount of NCI	905	865

Reconciliation equity at 100 % with Non-controlling interests on partially owned subsidiaries

	2020	2019
Equity at 100%	2,664	2,670
Company ownership	(1,758)	(1,805)
<b>Accumulated amount of NCI</b>	<b>905</b>	<b>865</b>

### 4.3.33 RELATED PARTY TRANSACTIONS

During 2020, except for the acquisition of the remaining ownership in the SBM Installer, no major related party transactions requiring additional disclosure in the financial statements took place.

For relations with Supervisory Board members, Management Board members and other key personnel reference is made to note 4.3.6 Employee Benefit Expenses.

The Company has transactions with joint ventures and associates which are recognized as follows in the Company's consolidated financial statements:

#### Related party transactions

	<i>Note</i>	<b>2020</b>	<b>2019</b>
Revenue		10	19
Cost of sales		(14)	(13)
Loans to joint ventures and associates	4.3.16	46	55
Trade receivables		62	52
Trade payables		18	17
Lease liabilities		(0)	97

The decrease in lease liabilities in 2020 relates to the acquisition of the remaining 75% ownership in the SBM Installer. Please refer to note 4.3.13 Property, Plant and Equipment for more information.

The Company has provided loans to joint ventures and associates such as shareholder loans and funding loans at rates comparable to the commercial rates of interest.

During the period, the Company entered into trading transactions with joint ventures and associates on terms equivalent to those that prevail in arm's-length transactions.

Additional information regarding the joint ventures and associates is available in note 4.3.31 Investment in Associates and Joint Ventures.

### 4.3.34 INDEPENDENT AUDITOR'S FEES AND SERVICES

Fees included in other operating costs related to PwC, the 2020 and 2019 Company's external independent auditor, are summarized as follows:

<i>in thousands of US\$</i>	<b>2020</b>	<b>2019</b>
Audit of financial statements	2,526	2,204
<i>Out of which:</i>		
- <i>invoiced by PwC Accountants N.V.</i>	1,522	1,488
- <i>invoiced by PwC network firms</i>	1,004	716
Tax advisory services by PwC network firms	50	59
Other assurance services	113	131
<b>Total</b>	<b>2,689</b>	<b>2,394</b>

In both 2020 and 2019, the other assurance services were mainly related to the review of the Company sustainability report.

## 4 CORPORATE STATEMENTS 2020

### 4.3.35 EVENTS AFTER END OF REPORTING PERIOD

#### DIVIDEND

The Company's dividend policy is to maintain a stable dividend, which grows over time. Determination of the dividend is based on the Company's assessment of its underlying cash flow position. As part of the Company's regular planning process, following review of its cash flow position and forecast, the Company has concluded that the outlook for cash flow generation has improved given the increase in the quantum of the Lease and Operate backlog. Based on this, a dividend of US\$165 million (which equals to US\$0.89 per share, based on the number of shares outstanding less the number of treasury shares held at December 31, 2020), to be paid out of retained earnings, will be proposed at the Annual General Meeting on April 7, 2021. This represents an increase of 10% compared to the dividend paid in 2020.

#### RCF EXTENSION OPTION EXERCISED BY THE COMPANY

On February 1, 2021, the lenders in the Company's US\$1 billion Revolving Credit Facility (RCF) agreed to the Company's request to exercise the second one-year extension. The final maturity date of the RCF is thereby extended from February 12, 2025 to February 13, 2026. The Company does not have any other extension option remaining.

#### SBM OFFSHORE PRICES US\$850 MILLION SENIOR SECURED NOTES TRANSACTION

The Company announced on February 9, 2021 the successful pricing of an US\$850 million non-recourse senior secured notes transaction in a 144A/Reg S offering by a subsidiary company. The issuer of the notes is Guara Norte S.à r.l. (Guara Norte), which owns the *FPSO Cidade de Ilhabela*. SBM Offshore owns 75% of the equity in Guara Norte and the remaining 25% equity is held by Mitsubishi Corporation. The transaction is expected to close on February 11, 2021 at which date the notes will be issued and settlement will occur. The notes are rated Ba1 (Moody's) and BB+ (Fitch) and were priced at 99.995% of par value with a 5.198% fixed coupon which is paid semi-annually. The notes are fully amortizing over the 13.5 years tenor. The notes will trade at the Singapore Stock Exchange. This is SBM Offshore's first issuance of a 144A/Reg S bond and as such this offering further diversifies its sourcing for project debt.

## 4.4 COMPANY FINANCIAL STATEMENTS

### 4.4.1 COMPANY BALANCE SHEET

Company balance sheet

Before appropriation of profit	<i>Notes</i>	31 December 2020	31 December 2019
<b>ASSETS</b>			
Investment in Group companies	4.5.1	2,574	2,745
<b>Total financial fixed assets</b>		<b>2,574</b>	<b>2,745</b>
Deferred tax asset	4.5.2	3	3
<b>Total non-current assets</b>		<b>2,578</b>	<b>2,748</b>
Other receivables	4.5.3	2	9
Cash and cash equivalents	4.5.4	1	1
<b>Total current assets</b>		<b>3</b>	<b>9</b>
<b>TOTAL ASSETS</b>		<b>2,581</b>	<b>2,758</b>
<b>EQUITY AND LIABILITIES</b>			
Equity attributable to shareholders			
Issued share capital		58	56
Share premium reserve		1,034	1,034
Treasury shares		(51)	(46)
Legal reserves	4.5.5	1,304	1,206
Retained earnings		21	132
Profit of the year		191	366
<b>Shareholders' equity</b>	<b>4.5.5</b>	<b>2,556</b>	<b>2,748</b>
Other current liabilities	4.5.6	26	10
<b>Total current liabilities</b>		<b>26</b>	<b>10</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>2,581</b>	<b>2,758</b>

## 4 CORPORATE STATEMENTS 2020

### 4.4.2 COMPANY INCOME STATEMENT

Company income statement

For the years ended 31 December	Note	2020	2019
Revenue	4.5.7	6	6
General and administrative expenses	4.5.8	(38)	(28)
<b>Operating profit/(loss) (EBIT)</b>		<b>(30)</b>	<b>(22)</b>
Financial expenses	4.5.9	(0)	(1)
<b>Net financing costs</b>		<b>(0)</b>	<b>(1)</b>
Result of Group companies	4.5.1	221	389
<b>Profit/(Loss) before income tax</b>		<b>191</b>	<b>366</b>
Income tax (expense)/income		-	-
<b>Profit/(Loss)</b>		<b>191</b>	<b>366</b>

### 4.4.3 GENERAL

The Company financial statements are part of the 2020 financial statements of SBM Offshore N.V.

SBM Offshore N.V. costs mainly comprise of management activities and cost of the headquarters office at Schiphol of which part is recharged to Group companies.

#### **PRINCIPLES FOR THE MEASUREMENT OF ASSETS AND LIABILITIES AND THE DETERMINATION OF THE RESULT**

The stand-alone financial statements were prepared in accordance with the statutory provisions of Part 9, Book 2 of the Dutch Civil Code and the firm pronouncements of the 'Raad voor de Jaarverslaggeving'. SBM Offshore N.V. uses the option provided in section 2:362 (8) of the Dutch Civil Code in that the principles for the recognition and measurement of assets and liabilities and determination of result (hereinafter referred to as principles for recognition and measurement) of the separate financial statements of SBM Offshore N.V. are the same as those applied for the consolidated financial statements. The consolidated financial statements are prepared according to the standards set by the International Accounting Standards Board and adopted by the European Union (referred to as EU-IFRS). Reference is made to the notes to the consolidated financial statements ('4.2.7 Accounting Principles') for a description of these principles.

Investments in group companies, over which control is exercised, are stated on the basis of the net asset value.

Results on transactions, involving the transfer of assets and liabilities between SBM Offshore N.V. and its participating interests or between participating interests themselves, are not incorporated insofar as they are deemed to be unrealized.

## 4 CORPORATE STATEMENTS 2020

### 4.5 NOTES TO THE COMPANY FINANCIAL STATEMENTS

#### 4.5.1 INVESTMENT IN GROUP COMPANIES

The movements in the item Investment in Group companies are as follows:

Investment in Group companies

	2020	2019
Balance at 1 January	2,739	2,613
Loans issued to subsidiary	6	44
<b>Investments net value</b>	<b>2,745</b>	<b>2,657</b>
Result of Group companies	221	389
Capital contributions	35	-
Divestments and capital repayments	-	(11)
Dividends received	(337)	(247)
Other changes <sup>1</sup>	(83)	17
Foreign currency variations	(7)	(23)
<b>Movements</b>	<b>(172)</b>	<b>125</b>
<b>Balance at 31 December</b>	<b>2,567</b>	<b>2,739</b>
Loans issued to subsidiary	7	6
<b>Investments net value at 31 December</b>	<b>2,574</b>	<b>2,745</b>

<sup>1</sup> Mainly relates to Cash flow hedges and transaction with non-controlling interests (please refer to note 4.2.4 'Company's Consolidated Statement of changes in equity).

An overview of the information on principal subsidiary undertakings required under articles 2: 379 of the Dutch Civil Code is given below. The subsidiaries of SBM Offshore N.V. are the following (all of which are 100% owned):

- SBM Offshore Holding B.V., Amsterdam, the Netherlands
- SBM Holding Inc. S.A., Marly, Switzerland
- SBM Holding Luxembourg S.à.r.l, Luxembourg, Luxembourg
- SBM Schiedam B.V., Rotterdam, the Netherlands
- Van der Giessen-de Noord N.V., Krimpen a/d IJssel, the Netherlands
- SBM Holland B.V., Rotterdam, the Netherlands
- FPSO Capixaba Holding B.V., 's-Gravenhage, the Netherlands
- XNK Industries B.V., Dongen, the Netherlands

#### 4.5.2 DEFERRED TAX ASSET

SBM Offshore N.V. is head of a fiscal unity in which all Dutch entities are included, except for the entities that are held by SBM Holding Inc. S.A. and the joint venture entities. For more details refer to note 4.4.3 General.

A deferred tax asset is recognized for tax losses of the fiscal unity which can be carried forward and are expected to be recovered based on anticipated future taxable profits within the Dutch fiscal unity. The tax losses recognized for the years until 2019 can be carried forward for an unlimited period of time.

The deferred tax asset for tax losses brought forward from prior years amounts to US\$3 million.

#### 4.5.3 OTHER RECEIVABLES

	31 December 2020	31 December 2019
Trade receivables	0	5
Amounts owed by Group companies	1	3
Other debtors	1	1
<b>Total</b>	<b>2</b>	<b>9</b>

Other receivables fall due in less than one year. The fair value of the receivables reasonably approximates the book value, due to their short-term character.

#### 4.5.4 CASH AND CASH EQUIVALENTS

Cash and cash equivalents are at SBM Offshore N.V.'s free disposal.

#### 4.5.5 SHAREHOLDERS' EQUITY

For an explanation of the shareholders' equity, reference is made to the Consolidated Statement of Changes in Equity and note 4.3.23 Equity Attributable to Shareholders.

Legal reserve

	31 December 2020	31 December 2019
Investees equity non-distributable	1,585	1,446
Capitalized development expenditure	39	18
Translation reserve	(105)	(101)
Cash flow hedges	(215)	(157)
<b>Total</b>	<b>1,304</b>	<b>1,206</b>

The 'Investees equity non-distributable' legal reserve relates mainly to non-distributable profits generated by the co-owned entities (refer to note 4.3.31 Investment in Associates and Joint Ventures and 4.3.32 Information on Non-controlling Interests). The agreed principle in the applicable shareholders' agreements is that the shareholders shall procure that any available reserves are distributable after paying any expenses due and taking into account co-owned entity and applicable legal requirements. However, as unanimous decision of shareholders agreements in most of the co-owned entities is required to distribute the profits generated, the equity of these entities is classified as a non-distributable reserve under Dutch guidelines for financial reporting. On a regular basis the Company ensures that dividends are approved by the partners and distributed accordingly to the shareholders.

#### PROPOSED APPROPRIATION OF RESULT

With the approval of the Supervisory Board, it is proposed that the result shown in SBM Offshore N.V. income statement be appropriated as follows (in US\$):

Appropriation of result

	2020
Profit/(Loss) attributable to shareholders	191
In accordance with note 4.6.1 to be transferred to the 'Retained earnings'	191
<b>At the disposal of the General Meeting of Shareholders</b>	<b>-</b>

It is proposed that US\$165 million of retained earnings is distributed among the shareholders.

#### 4.5.6 OTHER CURRENT LIABILITIES

Current liabilities

	31 December 2020	31 December 2019
Trade payables	0	4
Amounts owed to Group companies	19	1
Taxation and social security costs	0	0
Other creditors	7	5
<b>Total current liabilities</b>	<b>26</b>	<b>10</b>

The other current liabilities fall due in less than one year. The fair value of other current liabilities approximates the book value, due to their short-term character.



## 4 CORPORATE STATEMENTS 2020

### 4.5.7 REVENUE

The revenue comprises of management fees charged to Group company Single Buoy Moorings Inc. S.A. which is the main EPC contractor.

### 4.5.8 GENERAL AND ADMINISTRATIVE EXPENSES

	2020	2019
Employee Benefits	(29)	(26)
Other costs	(10)	(2)
<b>Total</b>	<b>(38)</b>	<b>(28)</b>

The employee benefits include the Management Board remuneration, and recharge of other personnel costs at the headquarters, as well as share-based payments (IFRS 2 costs) for the entire Group. For further details on the Management Board remuneration, reference is made to note 4.3.6 Employee Benefit Expenses.

The other costs include audit fees, legal, compliance, corporate governance and investor relation costs. For the audit fees reference is made to note 4.3.34 Independent Auditor's Fees and Services.

### 4.5.9 FINANCIAL EXPENSES

The financial expenses relate mainly to foreign currency results and interest expenses charged by Group companies to SBM Offshore N.V.

### 4.5.10 COMMITMENTS AND CONTINGENCIES

#### COMPANY GUARANTEES

SBM Offshore N.V. has issued performance guarantees for contractual obligations to complete and deliver projects in respect of several Group companies, and fulfillment of obligations with respect to long-term lease/operate contracts. Furthermore, the Company has issued parent company guarantees in respect of several Group companies' financing arrangements. Please refer to note 4.3.28 Commitments and Contingencies.

#### FISCAL UNITY

SBM Offshore N.V. is head of a fiscal unity in which all Dutch entities are included, except for the entities that are held by SBM Holding Inc. S.A. and the joint venture entities. All tax liabilities and tax assets are transferred to the fiscal unity parent, however all members of the fiscal unity can be held liable for all tax liabilities concerning the fiscal unity.

Corporate income tax is levied at the head of the fiscal unity based on the fiscal results allocated by the members to SBM Offshore N.V., taking into account an allocation of the benefits of the fiscal unity to the different members. The settlement amount, if any, is equal to the corporate income tax charge included in the Company income statement.

SBM Offshore Amsterdam B.V. is an exception to this rule, as the entity is not entitled to the allocation of the benefits of the fiscal unity, whereby the tax charge is included in its statutory income statement.

### 4.5.11 DIRECTORS REMUNERATION

For further details on the Directors remuneration, reference is made to note 4.3.6 Employee Benefit Expenses of the consolidated financial statements.

### 4.5.12 NUMBER OF EMPLOYEES

The members of the Management Board are the only employees of SBM Offshore N.V.

### 4.5.13 INDEPENDENT AUDIT FEES

For the audit fees relating to the procedures applied to SBM Offshore N.V. and its consolidated group entities by accounting firms and external independent auditors, reference is made to note 4.3.34 Independent Auditor's Fees and Services of the consolidated financial statements.

### 4.5.14 EVENTS AFTER END OF REPORTING PERIOD

#### DIVIDEND

The Company's dividend policy is to maintain a stable dividend, which grows over time. Determination of the dividend is based on the Company's assessment of its underlying cash flow position. As part of the Company's regular planning process, following review of its cash flow position and forecast, the Company has concluded that the outlook for cash flow generation has improved given the increase in the quantum of the Lease and Operate backlog. Based on this, a dividend of US\$165 million (which equals to US\$0.89 per share, based on the number of shares outstanding less the number of treasury shares held at December 31, 2020), to be paid out of retained earnings, will be proposed at the Annual General Meeting on April 7, 2021. This represents an increase of 10% compared to the dividend paid in 2020.

#### RCF EXTENSION OPTION EXERCISED BY THE COMPANY

On February 1, 2021, the lenders in the Company's US\$1 billion Revolving Credit Facility (RCF) agreed to the Company's request to exercise the second one-year extension. The final maturity date of the RCF is thereby extended from February 12, 2025 to February 13, 2026. The Company does not have any other extension option remaining.

#### SBM OFFSHORE PRICES US\$850 MILLION SENIOR SECURED NOTES TRANSACTION

The Company announced on February 9, 2021 the successful pricing of an US\$850 million non-recourse senior secured notes transaction in a 144A/Reg S offering by a subsidiary company. The issuer of the notes is Guara Norte S.à r.l. (Guara Norte), which owns the *FPSO Cidade de Ilhabela*. SBM Offshore owns 75% of the equity in Guara Norte and the remaining 25% equity is held by Mitsubishi Corporation. The transaction is expected to close on February 11, 2021 at which date the notes will be issued and settlement will occur. The notes are rated Ba1 (Moody's) and BB+ (Fitch) and were priced at 99.995% of par value with a 5.198% fixed coupon which is paid semi-annually. The notes are fully amortizing over the 13.5 years tenor. The notes will trade at the Singapore Stock Exchange. This is SBM Offshore's first issuance of a 144A/Reg S bond and as such this offering further diversifies its sourcing for project debt.

Schiphol, the Netherlands  
February 10, 2021

#### Management Board

Bruno Chabas, Chief Executive Officer  
Phillippe Barril, Chief Operating Officer  
Erik Lagendijk, Chief Governance and Compliance Officer  
Douglas Wood, Chief Financial Officer

#### Supervisory Board

Roeland Baan, Chairman  
Francis Gugen, Vice-Chairman  
Bernard Bajolet  
Sietze Hepkema  
Laurence Mulliez  
Cheryl Richard  
Jaap van Wiechen

## 4 CORPORATE STATEMENTS 2020

### 4.6 OTHER INFORMATION

#### 4.6.1 APPROPRIATION OF RESULT

##### ARTICLES OF ASSOCIATION GOVERNING PROFIT APPROPRIATION

With regard to the appropriation of result, article 29 of the Articles of Association states:

1. When drawing up the annual accounts, the Management Board shall charge such sums for the depreciation of SBM Offshore N.V.'s fixed assets and make such provisions for taxes and other purposes as shall be deemed advisable.
2. Any distribution of profits pursuant to the provisions of this article shall be made after the adoption of the annual accounts from which it appears that the same is permitted. SBM Offshore N.V. may make distributions to the shareholders and to other persons entitled to distributable profits only to the extent that its shareholders' equity exceeds the sum of the amount of the paid and called up part of the capital and the reserves which must be maintained under the law. A deficit may be offset against the statutory reserves only to the extent permitted by law.
3. a. The profit shall, if sufficient, be applied first in payment to the holders of protective preference shares of a percentage as specified in b. below of the compulsory amount due on these shares as at the commencement of the financial year for which the distribution is made.  
b. The percentage referred to above in subparagraph a. shall be equal to the average of the Euribor interest charged for loans with a term of twelve (12) months – weighted by the number of days for which this interest was applicable – during the financial year for which the distribution is made, increased by two hundred (200) basis points.  
c. If in the course of the financial year for which the distribution is made the compulsory amount to be paid on the protective preference shares has been decreased or, pursuant to a resolution for additional payments, increased, then the distribution shall be decreased or, if possible, increased by an amount equal to the aforementioned percentage of the amount of the decrease or increase as the case may be, calculated from the date of the decrease or from the day when the additional payment became compulsory, as the case may be.  
d. If in the course of any financial year protective preference shares have been issued, the dividend on protective preference shares for that financial year shall be decreased proportionately.  
e. If the profit for a financial year is being determined and if in that financial year one or more protective preference shares have been cancelled with repayment or full repayment has taken place on protective preference shares, the persons who according to the shareholders' register referred to in article 12 at the time of such cancellation or repayment were recorded as the holders of these protective preference shares, shall have an inalienable right to a distribution of profit as described hereinafter. The profit which, if sufficient, shall be distributed to such a person shall be equal to the amount of the distribution to which he would be entitled pursuant to the provisions of this paragraph if at the time of the determination of the profits he had still been the holder of the protective preference shares referred to above, calculated on a time-proportionate basis for the period during which he held protective preference shares in that financial year, with a part of a month to be regarded as a full month. In respect of an amendment of the provisions laid down in this paragraph, the reservation referred to in section 2: 122 of the Dutch Civil Code is hereby explicitly made.  
f. If in any one financial year the profit referred to above in subparagraph a. is not sufficient to make the distributions referred to in this article, then the provisions of this paragraph and those laid down hereinafter in this article shall in the subsequent financial years not apply until the deficit has been made good.  
g. Further payment out of the profits on the protective preference shares shall not take place.
4. The Management Board is authorized, subject to the approval of the Supervisory Board, to determine each year what part of the profits shall be transferred to the reserves, after the provisions of the preceding paragraph have been applied.
5. The residue of the profit shall be at the disposal of the General Meeting.
6. The General Meeting may only resolve to distribute any reserves upon the proposal of the Management Board, subject to the approval of the Supervisory Board.

## 4.6.2 INDEPENDENT AUDITOR'S REPORT

To: the general meeting and the Supervisory Board of SBM Offshore N.V.

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### *Report on the financial statements 2020*

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#### *Our opinion*

In our opinion:

- the consolidated financial statements of SBM Offshore N.V. together with its subsidiaries ('the Group') give a true and fair view of the financial position of the Group as at 31 December 2020 and of its result and cash flows for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union (EU-IFRS) and with Part 9 of Book 2 of the Dutch Civil Code;
- the Company financial statements of SBM Offshore N.V. ('the Company') give a true and fair view of the financial position of the Company as at 31 December 2020 and of its result for the year then ended in accordance with Part 9 of Book 2 of the Dutch Civil Code.

#### *What we have audited*

We have audited the accompanying financial statements 2020 of SBM Offshore N.V., Amsterdam, as included in sections 4.2 to 4.5. The financial statements include the consolidated financial statements of the Group and the Company financial statements.

The consolidated financial statements comprise:

- the consolidated statement of financial position as at 31 December 2020;
- the following statements for 2020: the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity, the consolidated cash flow statement; and
- the notes, comprising significant accounting policies and other explanatory information.

The Company financial statements comprise:

- the Company balance sheet as at 31 December 2020;
- the Company income statement for the year then ended;
- the notes, comprising the accounting policies applied and other explanatory information.

The financial reporting framework applied in the preparation of the financial statements is EU-IFRS and the relevant provisions of Part 9 of Book 2 of the Dutch Civil Code for the consolidated financial statements and Part 9 of Book 2 of the Dutch Civil Code for the Company financial statements.

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#### *The basis for our opinion*

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. We have further described our responsibilities under those standards in the section 'Our responsibilities for the audit of the financial statements' of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Independence*

We are independent of SBM Offshore N.V. in accordance with the European Union Regulation on specific requirements regarding statutory audit of public-interest entities, the 'Wet toezicht accountantsorganisaties' (Wta, Audit firms supervision act), the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence requirements in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

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#### *Our audit approach*

##### *Overview and context*

SBM Offshore N.V. serves the offshore oil and gas industry by supplying engineered products, vessels and systems, as well as offshore oil and gas production services. This includes the construction and the leasing and operating of large and complex offshore floating production, storage and offloading vessels (FPSOs). The Group is comprised of several components and, therefore, we considered our group audit scope and approach as set out in the section 'The scope of our group audit'. We paid specific attention to the areas of focus driven by the operations of the Group, as set out below.

## 4 CORPORATE STATEMENTS 2020

The COVID-19 pandemic and the related oil price volatility and global economic downturn characterized the year 2020. But due to its existing turnkey backlog, its portfolio of lease and operate assets and its continuing ability to obtain project financing (as demonstrated with the bridge loan on FPSO Sepetiba), the financial impact on the Group has been limited during the year as disclosed in section 4.3.1 of the financial statements.

Despite the challenges posed by the COVID-19 pandemic, the Group has continued the construction of its large projects in 2020, being the FPSOs Liza Unity, Sepetiba and Prosperity, and the Turret Mooring System for the Johan Castberg FPSO. In addition, the Group was awarded contracts for the next phase of the FPSO Prosperity construction, and was awarded its first Floating Offshore Wind project.

Due to the Group's large asset base, the valuation of the Group's assets remains an area of importance for the (consolidated) financial statements. Especially given the inherent uncertainties triggered by the COVID-19 pandemic and the potential effects of these on the profitability and valuation of these assets. We note however that the majority of the Group's assets are in fact backed with long-term lease and operate contracts with reputable oil and gas companies in the market.

Regardless, given the estimation uncertainty and the related higher risks in revenue recognition and valuation of construction work-in-progress, as well as the significant valuation uncertainty in property, plant and equipment, we considered these to be key audit matters as set out in the section 'Key audit matters' of this report.

Furthermore, we identified complex lease accounting as a key audit matter because the accounting treatment of two lease transactions during the year was considered to be very complex and judgemental. In December 2020, the Group has entered into a new contract, extending the lease for FPSO Espirito Santo, resulting in classifying the new contract as a finance lease, whereas the previous contract was an operating lease. In 2020, the Group also increased its ownership in OS Installer Limited (the entity holding the SBM Installer vessel) to full ownership, and applied IFRS3 guidance in respect of the definition of a business, determining that this was the purchase of an asset. Resulting in a lease arrangement ceasing to exist.

Other areas of focus, that were not considered to be key audit matters, were the lease classification of awarded contracts, valuation of finance lease receivables and other long-lived financial assets, segment reporting disclosures, accounting for uncertain tax, restructuring and other provisions. There were also internal control matters identified relating to the IT environment that required additional audit effort, but were these not considered key audit matters.

We ensured that the audit teams both at group and at component levels included the appropriate skills and competences that are needed for the audit of a Company providing floating production solutions to the offshore energy industry over the full product lifecycle. We included members with relevant industry-expertise and specialists in the areas of IT, corporate income tax, valuation and employee benefits, in our audit team. We also involved forensics specialists in our assessment of fraud risk factors.

The outline of our audit approach was as follows:



### *Materiality*

- Overall materiality: US\$22 million.

### *Audit scope*

- We conducted audit work in three locations on four components.
- Limited site visits were conducted due to COVID-19 related travel restrictions. We held virtual meetings instead and focused on Monaco and Switzerland.
- Audit coverage: 100% of consolidated revenue, 96% of consolidated total assets and 91% of consolidated profit before tax.

### *Key audit matters*

- Estimates and judgements in construction contracts.
- Valuation of property, plant and equipment.
- Complex lease accounting.

### *Materiality*

The scope of our audit is influenced by the application of materiality, which is further explained in the section 'Our responsibilities for the audit of the financial statements'.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the nature, timing and extent of our audit procedures on the individual financial statement line items and disclosures and to evaluate the effect of identified misstatements, both individually and in aggregate, on the financial statements as a whole and on our opinion.

<i>Overall group materiality</i>	US\$22 million (2019: US\$27 million).
<i>Basis for determining materiality</i>	We used our professional judgement to determine overall materiality. As a basis for our judgement, we used 5% of profit before income tax.
<i>Rationale for benchmark applied</i>	We used this benchmark and the rule of thumb (%), based on our analysis of the common information needs of users of the financial statements, including factors such as the headroom on covenants and the financial position of the Group. On this basis, we believe that profit before income tax is an important metric for the financial performance of the Group.
<i>Component materiality</i>	To each component in our audit scope, we, based on our judgement, allocated materiality that is less than our overall group materiality. The range of materiality allocated across components was between US\$15.5 million and US\$18.5 million.

We also take misstatements and/or possible misstatements into account that, in our judgement, are material for qualitative reasons.

We agreed with the Supervisory Board that we would report to them misstatements identified during our audit above US\$10 million (2019: US\$10 million) for balance sheet reclassifications and US\$2.2 million for profit before tax impact (2019: US\$2 million) as well as misstatements below that amount that, in our view, warranted reporting for qualitative reasons.

### *The scope of our group audit*

SBM Offshore N.V. is the parent company of a group of entities. The financial information of this Group is included in the consolidated financial statements of SBM Offshore N.V.

We tailored the scope of our audit to ensure that we, in aggregate, provide sufficient coverage of the financial statements for us to be able to give an opinion on the financial statements as a whole, taking into account the management structure of the Group, the nature of operations of its components, the accounting processes and controls, and the markets in which the components of the Group operate. In establishing the overall group audit strategy and plan, we determined the type of work required to be performed at component level by the Group engagement team and by each component auditor.

The group audit focused on two components in Monaco (Turnkey as well as Operations), the treasury shared service center in Marly, Switzerland and one other component (Group Corporate Departments) located in Amsterdam, the Netherlands. The Turnkey as well as Operations components in Monaco were subject to audits of their financial information as those components are individually significant to the Group.

The processes and financial statement line items managed by the treasury shared service center in Marly, Switzerland, were subject to specified audit procedures. For the Group Corporate Departments component in Amsterdam, the group engagement team performed audit work on specified balances to achieve appropriate coverage on financial line items in the consolidated financial statements.

In total, in performing these procedures, we achieved the following coverage on the financial line items:

<b>Revenue</b>	100%
<b>Total assets</b>	96%
<b>Profit before tax</b>	91%

None of the remaining components represented more than 1% of total group revenue or total group assets. For the remaining components we performed, among other things, analytical procedures to corroborate our assessment that there were no significant risks of material misstatements within those components.

For the components in Monaco and the treasury shared service center in Marly, Switzerland, we used component auditors who are familiar with the local laws and regulations to perform the audit work. The audit was largely performed remotely as a result of COVID-19, however for key meetings and procedures both the group and component engagement teams visited the client offices. For remote audit procedures we used video conferencing and digital sharing of screens and documents.

Where component auditors performed the work, we determined the level of involvement we needed to have to be able to conclude whether we had obtained sufficient and appropriate audit evidence as a basis for our opinion on the consolidated financial statements as a whole.

We issued instructions to the component audit teams in our audit scope. These instructions included among others, our risk analysis, materiality and scope of the work. We explained to the component audit teams the structure of the Group, the main developments that are relevant for the component auditors, the risks identified, the materiality levels to be applied and our global audit approach. We had individual calls with each of the in-scope component audit teams during the year and upon conclusion of their work. During these calls, we discussed the significant accounting and audit issues identified by the component auditors, their reports, the findings of their procedures and other matters, which could be of relevance for the consolidated financial statements.

## 4 CORPORATE STATEMENTS 2020

In prior years, the group engagement team visited the component teams and local management on a rotational basis. In 2020 the group audit team held virtual meetings instead of physical visits due to COVID-19 related travel restrictions. For these virtual meetings more time was taken and sufficient involvement was achieved. The group audit team met with both the Turnkey as well as Operations components in Monaco given the importance of these components to the consolidated financial statements as a whole and the judgements involved in the estimates in construction contracts (refer to the respective key audit matter). For the components in Monaco and the treasury shared service center in Marly, Switzerland, we remotely reviewed selected working papers of the respective component auditors.

In addition to the work on the Group Corporate Departments component, the group engagement team performed the audit work on the group consolidation, financial statement disclosures and a number of complex accounting matters at the head office. These included impairment assessments, accounting implication assessments of lease extensions and modifications as well as business combinations, share-based payments, taxes including deferred taxes and uncertain tax provisions and directional reporting as part of the segment reporting disclosures.

By performing the procedures above at components, combined with additional procedures at group level, we have been able to obtain sufficient and appropriate audit evidence on the Group's financial information, as a whole, to provide a basis for our opinion on the financial statements.

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### *Our focus on the risk of fraud and non-compliance with laws and regulations*

The primary responsibility for the prevention and detection of fraud and non-compliance with laws and regulations lies with the Management Board, with oversight by the Supervisory Board. We refer to section 1.4 of the annual report where the Management Board reflects on its response to fraud risk.

### *Our risk assessment*

As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud, misappropriation of assets and bribery and corruption. We, together with our forensics specialists, evaluated the fraud risk factors to consider whether those factors indicated a risk of material misstatement due to fraud. We considered COVID-19 and the resulting economic downturn and how this could result in increased pressures on management to achieve results, and how the new working from home could result in increased opportunity for employees. These new potential fraud risk factors were assessed by us during the year.

In addition, we performed procedures to obtain an understanding of the legal and regulatory frameworks that are applicable for the Company. We identified provisions of those laws and regulations, generally recognized to have a direct effect on the determination of material amounts and disclosures in the financial statements such as the financial reporting framework, tax and pension laws and regulations as well as environmental regulations.

As in all of our audits, we addressed the risk of management override of internal controls, including evaluating whether there was evidence of bias by management that may represent a risk of material misstatement due to fraud. We refer to the key audit matters 'Estimates and judgements in construction contracts' and 'Valuation of property, plant and equipment', and 'Complex lease accounting', that are examples of our approach related to areas of higher risk due to accounting estimates where management makes significant judgements.

### *Our response to the risks identified*

Besides the standard audit procedures required by the standards, we would like to highlight the following:

- On management's accounting estimates, we evaluated key estimates and judgements for bias, including retrospective reviews of prior year's estimates. With respect to estimates in revenue recognition we refer to the key audit matter 'Estimates and judgements in construction contracts'. Further, we have performed audit procedures over the various other revenue streams of the Group, such as the lease and operate revenues.
- Due to COVID-19 we performed more testing around the effectiveness of internal control measures, as well as having multiple discussions with management around potentially impacted areas and obtaining and assessing an accounting paper on that topic.
- Assessment of matters reported on the (Group's) whistleblowing and complaints procedures with the entity and results of management's investigation of such matters.
- With respect to the risk of bribery and corruption across various countries, we evaluated the Group's controls and procedures such as due diligence procedures on third parties. We considered the possibility of fraudulent or corrupt payments made through third parties including agents and conducted detailed testing on third-party vendors in high-risk jurisdictions.
- We evaluated the procedures in place regarding the follow-up of phishing attempts.
- We obtained audit evidence regarding compliance with the provisions of those laws and regulations generally recognized to have a direct effect on the determination of material amounts and disclosures in the financial statements.
- As to the other laws and regulations, we inquired with the Management Board and/or the Supervisory Board as to whether the entity is in compliance with such laws and regulations and inspected correspondence, if any, with relevant licensing and regulatory authorities.



## Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in the audit of the financial statements. We have communicated the key audit matters to the Supervisory Board. The key audit matters are not a comprehensive reflection of all matters identified by our audit and that we discussed. In this section, we described the key audit matters and included a summary of the audit procedures we performed on those matters.

We addressed the key audit matters in the context of our audit of the financial statements as a whole, and in forming our opinion thereon. We do not provide separate opinions on these matters or on specific elements of the financial statements. Any comment or observation we made on the results of our procedures should be read in this context.

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements. In particular, we considered where the Management Board made important judgements. We also considered significant accounting estimates that involved making assumptions and consideration of future events that are inherently uncertain. In section 4.2.7 subsection 'Use of estimates and judgement' of the financial statements, the Group describes the areas of judgement in applying accounting policies and the key sources of estimation uncertainty.

As a result of the magnitude of the current projects undertaken by the Group, the Group's significant asset base and inherent estimation uncertainty we continue to consider 'Estimates and judgements in construction contracts' and 'Valuation of property, plant and equipment' to be key audit matters. In addition, the Group entered into contracts that had a significant impact on its statement of financial position and income statement from a lease accounting perspective, for which the standards do not provide prescriptive authoritative guidance, which therefore requires judgment from management. We therefore consider 'Complex lease accounting' to be a key audit matter as well.

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### Key audit matter

### Our audit work and observations

#### **Estimates and judgements in construction contracts**

*Note 4.2.7, 4.3.3 and 4.3.20 to the consolidated financial statements*

The accounting for contracts with customers under IFRS 15 'Revenue from contracts with customers' is complex and dependent on the specific arrangements between the Group and its clients as agreed upon in the contracts.

Given the unique nature of each separate project and contract, management performed a contract analysis on a case-by-case basis to determine the applicable accounting and revenue recognition. Significant management judgement is applied in identifying the performance obligations and determining whether they are distinct, the method of revenue recognition as either point in time or over time, contract modifications and variable consideration, since these areas are complex and subjective.

Based on our risk assessment the most critical and judgmental estimates to determine satisfaction of the performance obligations over time is the estimate of the cost to complete and the measurement of progress towards complete satisfaction of the performance obligation, including the subjectivity and estimation uncertainty in the assessment of remaining risks and contingencies that a project is or could be facing.

Due to the COVID-19 pandemic, construction activities were impacted during 2020 for the Group's major projects. Nevertheless, the projects' progress was still achieved, although at a lower pace. Also, the Company incurred additional costs in order to satisfy its performance obligations on some of its Turnkey projects.

Given the magnitude of the amounts involved (US\$1,735 million of turnkey revenue and US\$2,248 million of construction work-in-progress), the complex nature of the Group's construction contracts and the significant judgements and estimates, these areas were particularly subject to the risk of misstatement related to either error or fraud. Based on the above considerations we considered this area to be a key audit matter.

For every FPSO contract awarded, management prepares an accounting paper on how to account for it. We evaluate these papers and have read the relevant contracts. Based on our reading of the contracts, we considered whether the judgements made by management on the accounting treatment were appropriate. This includes the corresponding identification of performance obligations, including whether they are distinct. Furthermore, we assessed whether the satisfaction of the performance obligations to be recognized as revenue recognition should be as either point in time or over time.

We performed look-back procedures as part of our risk assessment procedures by comparing the estimates included in the current projects with past projects of similar nature as this provides insight in the ability of management to provide reliable estimates. Based on the look-back procedures we have not identified any additional risks.

We gained an understanding of process, evaluated and tested the relevant controls the Group designed and implemented within its process to record costs and revenues relating to construction contracts. This includes project forecasting, measurement of the progress towards complete satisfaction of the performance obligation to determine the timing of revenue recognition and the Group's internal project reviews. We found the controls to be designed, implemented and operating effectively for the purpose of our audit.

With respect to the satisfaction of the performance obligations over time we examined project documentation on the status, progress and forecasts of projects under construction and discussed and challenged those with management, finance and technical staff of the Group. We evaluated and substantiated the outcome of these discussions by examining modifications of contracts such as claims and variation orders between the Group, subcontractors and clients and responses thereto, performing procedures such as a detailed evaluation of forecasts and ongoing assessment of management's judgement on issues,



## 4 CORPORATE STATEMENTS 2020

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### *Key audit matter*

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### **Valuation of property, plant and equipment**

*Notes 4.2.7 and 4.3.13 to the consolidated financial statements*

Property, plant and equipment are subject to an impairment test when triggering events are identified, such as developments in the discount rates or market circumstances. Impairments are recognized when the carrying value is higher than the recoverable amounts. The recoverable amounts of the cash-generating units ('CGUs') have been determined based on value-in-use calculations based on expected future cash flows from those CGUs.

Based on its triggering event analysis, management identified several triggering events for impairment. As a result, the Thunder Hawk semi-submersible production unit, right of use assets related to several office floors and the SBM Installer vessel were tested for impairment.

Management prepared a value-in-use calculation for these assets. One calculation was prepared for the Thunder Hawk semi-submersible production unit, led to an impairment charge of US\$10 million in the current year following an update of the unit's production lifetime and discount rate (Thunder Hawk is the only facility in the Group lease fleet portfolio for which revenues are linked to volumes produced). The impairment calculation management prepared for the SBM Installer vessel right of use asset, resulted in an impairment of US\$57 million. Another calculation was also prepared by management related to the right of use assets for certain leased office floors, which resulted in an impairment of US\$6 million. The estimate of value in use, is subject to high estimation uncertainty relating to significant assumptions on the discount rate and future expected cash flows.

We determined the valuation of property, plant and equipment to be a key audit matter, due to the financial significance of these assets and because in case of a triggering event, management's determination of the recoverable amounts includes a variety of significant assumptions that are sensitive to management assumptions. The most significant assumptions are internal and external factors with respect to the future level and results of the business and the discount rates applied to the forecasted cash flows. Therefore, this area is particularly subject to the risk of misstatement either due to error or fraud. Based on the above considerations we considered this area to be a key audit matter.

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### *Our audit work and observations*

evaluation of budget variances and obtaining corroborating evidence, evaluation of project contingencies and milestones and recalculation of the progress towards complete satisfaction of the performance obligation. In addition, we evaluated indications of possible management bias.

As part of our audit over 2020 we paid specific attention to the effects of COVID-19.

Our audit procedures did not indicate material findings with respect to the estimates and judgements in construction contracts.

We have discussed and challenged the triggering event analysis of management.

We evaluated whether management's triggering event analysis identified all relevant CGUs and the appropriateness of factors included in the analysis. These included among others contractual arrangements, operational performance, financial performance and changes in discount rates. We challenged these factors and with the assistance of our valuation experts we independently calculated the discount rates. In calculating the discount rates, the key inputs used were independently sourced from market data and comparable companies. We compared the discount rates determined by management to our independently calculated rates. Based on the sensitivity analysis, we found the discount rates used by management to be within an acceptable range. We also focused on the impact of COVID-19 in identifying impairment triggers, for instance when indications exist that discount rates would have increased.

In relation to the determination of the recoverable value of the impaired assets, we considered the prior year forecast to determine whether this forecast included assumptions that, with hindsight, had been too optimistic. We performed audit procedures on management's data and assumptions such as prospective financial information based on the approved budget, externally sourced production profile forecasts, contractually agreed rates and operating costs. We have performed calculations and compared the impairment models with generally accepted valuation techniques. We further evaluated the adequacy of the disclosure of the significant assumptions and sensitivities underlying the tests, as well as indications of potential management bias.

Our audit procedures did not indicate material findings with respect to the valuation of PP&E.

**Complex lease accounting**

Note 4.2.7, 4.3.3, and 4.3.15 to the consolidated financial statements

The accounting for contracts with customers under IFRS 16 'Leases' is dependent on the specific arrangements between the Group and its clients as agreed upon in the contracts. The guidance provided by IFRS 16 however, is mainly from a lessee perspective, and provides less guidance from a lessor perspective, which is the majority of the Groups portfolio. In case of contract extensions or modifications the implications of these on the (lessor) lease accounting requires significant management judgement, to a large extent due to the absence of detailed lessor guidance.

In 2020 transactions took place where lease accounting played an important role. For one, the lease extension on FPSO Espirito Santo, resulting in classifying the new contract as a finance lease, whereas the previous contract was an operating lease. And also, the acquisition of the 75% additional share in SBM Installer and how this impacted the lease that ceased to exist in the consolidated financial statements. The Group intends to sell the SBM Installer in 2021, after fulfilling existing contractual obligations related to services to be provided by the vessel. To enable the Group to do so the Group bought the remaining 75% of the Joint venture in which the asset was leased out to the Group.

We considered this area to be a key audit matter given the magnitude of the amounts involved, the complex nature of these transactions and the significant judgements in the application of lease accounting from a lessor perspective. Specifically, the accounting of the previously existing deferred income balance and effects of the lease modification in the consolidated income statement were examined. This results in US\$95 million of Finance lease receivables and US\$249 million Lease & Operate revenue, with US\$123 million impact on Gross margin. With respect to the SBM Installer this results in US\$25 million addition to property plant and equipment. Based on the above considerations we considered this area to be a key audit matter.

We focused our work on assessing whether the accounting treatment is in line with IFRS with support of our lease accounting specialists.

For Espirito Santo we evaluated the lease modification resulting in a new finance lease. We also evaluated the accounting for the already built up deferred income related to the previous operating lease (US\$154 million), this was accounted for as a day-1 payment on the Finance lease receivable. The last key element we evaluated was the presentation in the financial statements and specifically the accounting in the income statement in accordance with IAS 16 instead of IFRS16.

In relation to the acquisition of additional share in SBM Installer we evaluated the accounting treatment of the total transaction in line with IAS 16 and IFRS 16. In addition, we paid specific attention to the valuation of the vessel, considering that the related right of use asset had already been fully impaired in the second quarter in 2020. The lease ceased to exist from a consolidated perspective since it became an intercompany lease due to the acquisition of the 75% additional share. Because of various possible interpretations of the specified standards, additional time was spent on determining the appropriate approach in reflecting the substance of this transaction.

Our audit procedures did not indicate material findings with respect to the estimates and judgements made in the interpretation and accounting for these contract changes and modifications.

**Report on the other information included in the annual report**

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- the directors' report comprising of chapters '1 Business Environment', '2 Performance Review & Impact', '3 Governance' (with the exception of section 3.4 Remuneration Report), '4.1 Financial Review', and '4.10 Non-Financial Indicators' of the annual report;
- the other information pursuant to article 392.1 Part 9 of Book 2 of the Dutch Civil Code as included in section 4.6.1 of the annual report;
- the remuneration report included in chapter '3.4 Remuneration Report';
- the sections '4.7' to 4.12 (with the exception of section 4.10 Non-Financial Indicators) and '5 Additional Information' of the annual report.

Based on the procedures performed as set out below, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains the information that is required by Part 9 of Book 2 and the sections 2:135b and 2:145 subsection 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and understanding obtained in our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing our procedures, we comply with the requirements of Part 9 of Book 2 and section 2:135b subsection 7 of the Dutch Civil Code and the Dutch Standard 720. The scope of such procedures was substantially less than the scope of those performed in our audit of the financial statements.

## 4 CORPORATE STATEMENTS 2020

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### *Report on the other information included in the annual report*

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The Management Board is responsible for the preparation of the other information, including the directors' report and the other information in accordance with Part 9 of Book 2 of the Dutch Civil Code and the remuneration report in accordance with the sections 2:135b and 2:145 subsection 2 of the Dutch Civil Code.

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### *Report on other legal and regulatory requirements*

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#### *Our appointment*

We were nominated as auditors of SBM Offshore N.V. on 13 November 2013 by the Supervisory Board and appointed through the passing of a resolution by the shareholders at the annual meeting held on 17 April 2014. Our appointment has been renewed on 11 April 2018 for a period of three years by the shareholders. Our appointment represents a total period of uninterrupted engagement of seven years.

#### *No prohibited non-audit services*

To the best of our knowledge and belief, we have not provided prohibited non-audit services as referred to in Article 5(1) of the European Regulation on specific requirements regarding the statutory audit of public-interest entities.

#### *Services rendered*

The services, in addition to the audit, that we have provided to the Company and its controlled entities, for the period to which our statutory audit relates, are disclosed in note 4.3.34 to the financial statements.

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### *Responsibilities for the financial statements and the audit*

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#### *Responsibilities of the Management Board and the Supervisory Board for the financial statements*

The Management Board is responsible for:

- the preparation and fair presentation of the financial statements in accordance with EU-IFRS and with Part 9 of Book 2 of the Dutch Civil Code; and for
- such internal control as the Management Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Management Board is responsible for assessing the Company's ability to continue as a going concern. Based on the financial reporting frameworks mentioned, the Management Board should prepare the financial statements using the going concern basis of accounting unless the Management Board either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so. The Management Board should disclose events and circumstances that may cast significant doubt on the Company's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for overseeing the Company's financial reporting process.

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#### *Our responsibilities for the audit of the financial statements*

Our responsibility is to plan and perform an audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis for our opinion. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high but not absolute level of assurance, which makes it possible that we may not detect all material misstatements. Misstatements may arise due to fraud or error. They are considered to be material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

A more detailed description of our responsibilities is set out in the appendix to our report.

Amsterdam, 10 February 2021  
PricewaterhouseCoopers Accountants N.V.

M. de Ridder RA

In addition to what is included in our auditor's report, we have further set out in this appendix our responsibilities for the audit of the financial statements and explained what an audit involves.

*The auditor's responsibilities for the audit of the financial statements*

We have exercised professional judgement and have maintained professional skepticism throughout the audit in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit consisted, among other things of the following:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining 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 intentional override of internal control.
- Obtaining 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 Company's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management Board.
- Concluding on the appropriateness of the Management Board's use of the going-concern basis of accounting, and based on the audit evidence obtained, concluding whether a material uncertainty exists related to events and/or conditions that may cast significant doubt 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 auditor's report to the related disclosures in the financial statements 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 auditor's report and are made in the context of our opinion on the financial statements as a whole. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Considering our ultimate responsibility for the opinion on the consolidated financial statements, we are responsible for the direction, supervision and performance of the group audit. In this context, we have determined the nature and extent of the audit procedures for components of the Group to ensure that we performed enough work to be able to give an opinion on the financial statements as a whole. Determining factors are the geographic structure of the Group, the significance and/or risk profile of group entities or activities, the accounting processes and controls, and the industry in which the Group operates. On this basis, we selected group entities for which an audit or review of financial information or specific balances was considered necessary.

We communicate with the Supervisory Board 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. In this respect, we also issue an additional report to the audit committee in accordance with Article 11 of the EU Regulation on specific requirements regarding the statutory audit of public-interest entities. The information included in this additional report is consistent with our audit opinion in this auditor's report.

We provide the Supervisory Board 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, related safeguards.

From the matters communicated with the Supervisory Board, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, not communicating the matter is in the public interest.

## 4 CORPORATE STATEMENTS 2020

### 4.7 KEY FIGURES

Key IFRS financial figures

	2020	2019	2018	2017	2016
Turnover (US\$ million)	<b>3,496</b>	3,391	2,240	1,861	2,272
<b>Results (US\$ million)</b>					
Net profit/(loss) (continuing operations)	<b>327</b>	511	344	(1)	247
Dividend <sup>1</sup>	<b>165</b>	150	75	51	46
Operating profit (EBIT)	<b>605</b>	742	603	358	564
EBITDA	<b>1,043</b>	1,010	838	611	772
Underlying Operating profit (EBIT)	<b>692</b>	767	607	608	617
Underlying profit attributable to shareholders	<b>277</b>	391	247	151	308
Shareholders' equity at 31 December	<b>2,556</b>	2,748	2,634	2,501	2,516
Capital employed	<b>8,956</b>	8,217	7,617	8,430	8,997
Net debt	<b>5,209</b>	4,416	3,818	4,613	5,216
Capital expenditure	<b>75</b>	68	40	53	15
Depreciation, amortization and impairment	<b>439</b>	268	235	253	208
Number of employees (average)	<b>4,507</b>	4,259	4,103	4,150	5,237
Employee benefits	<b>614</b>	575	519	514	512
<b>Ratios (%)</b>					
Shareholders' equity / (total assets +/- current liabilities)	<b>30</b>	32	32	29	26
Current ratio (current assets / current liabilities)	<b>149</b>	137	128	123	112
Return on average capital employed	<b>8.1</b>	9.7	7.6	7.0	6.9
Return on average shareholders' equity	<b>10.5</b>	14.5	9.6	6.0	12.3
Operating profit (EBIT) / net turnover	<b>17.3</b>	21.9	26.9	19.2	24.8
Net profit/(loss) / net turnover	<b>9.4</b>	15.1	15.3	0.0	10.9
Net debt / shareholders' equity	<b>150</b>	122	106	130	148
Enterprise value / EBITDA	<b>9.3</b>	8.9	9.4	15.2	12.4
<b>Information per Share (US\$)</b>					
Net profit/(loss) <sup>2</sup>	<b>1.00</b>	1.84	1.04	-0.76	0.87
Dividend <sup>3</sup>	<b>0.89</b>	0.76	0.37	0.25	0.23
Shareholders' equity at 31 December	<b>13.55</b>	13.83	12.81	12.16	11.79
<b>Share price (EUR)<sup>4</sup></b>					
- 31 December	<b>15.57</b>	16.59	12.93	14.67	14.92
- highest close	<b>17.30</b>	18.35	17.12	16.12	15.20
- lowest close	<b>10.35</b>	12.80	10.14	12.88	9.59
Price / earnings ratio	<b>18.9</b>	10.1	14.4	-23.3	18.4
Number of shares outstanding (x 1,000)	<b>188,671</b>	198,671	205,671	205,671	213,471
Market capitalization (US\$ million)	<b>3,604</b>	3,703	3,044	3,619	3,357
Volume of traded shares (x 1,000)	<b>231,004</b>	223,570	269,134	295,385	379,108
New shares issued in the year (x 1,000)	<b>-</b>	-	-	-	1,776

<sup>1</sup> The dividend that will be proposed to the Annual General Meeting to be paid out

<sup>2</sup> Calculated based on weighted average shares outstanding

<sup>3</sup> Based on the number of shares outstanding less the number of treasury shares held at year-end

<sup>4</sup> Source: Euronext data on share prices, market capitalization and volume of traded shares

Key Directional financial figures

	2020	2019	2018	2017	2016
<b>Turnover (US\$ million)</b>	<b>2,368</b>	2,171	1,703	1,676	2,013
Lease and Operate	1,699	1,315	1,298	1,501	1,310
Turnkey	669	856	406	175	702
<b>EBIT (US\$ million)</b>	<b>254</b>	418	533	117	290
Lease and Operate	438	369	418	487	398
Turnkey	(100)	25	225	11	(22)
Other	(83)	23	(109)	(381)	(86)
<b>EBITDA (US\$ million)</b>	<b>1,021</b>	921	995	596	725
<b>Net Profit (US\$ million)</b>	<b>39</b>	235	301	(203)	(5)

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## 4.8 SCOPE OF NON-FINANCIAL INFORMATION



## 4.8.1 REPORTING ABOUT NON-FINANCIAL INFORMATION

This Annual Report has been prepared in accordance with the GRI standards : Core option. The Company has used the GRI Standards to determine material aspects for this year's Annual Report .

## 4.8.2 MATERIALITY METHODOLOGY

SBM Offshore conducts materiality analysis according to the GRI Standards in order to include the topics in the Annual Report that can reasonably be considered important for reflecting the organization's economic, environmental, and social impacts, or influencing the decisions of stakeholders.

For the Company it is critical to understand the interest our stakeholders take and the impact SBM Offshore has on them. This understanding is raised through continuous dialogue and through our Materiality Analysis. This process delivers insight into which topics are considered a) most important to our stakeholders and b) to have the highest impact on the business context. Insight is obtained through materiality interviews, which aim to validate the Company's strategy and derive an updated overview of topics with high stakeholder and business impact (Material Topics).

### UPDATE MATERIAL TOPICS

SBM Offshore conducted the following steps to assess the material topics in order to ensure the Report contains the level of information required by stakeholders.

- Step 1: Stakeholder Map & Long Listing of Topics
- Step 2: Short Listing of Topics with SBM Offshore Stakeholder Group Owners
- Step 3: Stakeholder Interviews & Surveys
- Step 4: Analysis & Reporting
- Step 5: Action for Strategy & Planning

As part of Step 1 the Company considered frameworks like GRI and SASB and looked at peers, clients and best practice. Above includes Management Board approval process as part of Step 4.

### 2020 MATERIAL TOPICS

In 2020, SBM Offshore applied a forced ranking approach in order to ensure only the most important topics were labeled as 'material'. This method also allowed for deeper engagements on the material topics selected. Topics were selected from a long list based on industry standards, market assessments and external expert views. From a long list of 40 topics, 20 were selected by SBM Offshore's stakeholder group owners as being the most relevant. These 20 topics are considered as key to company long-term value creation. The 20 topics formed a basis for engagement with our stakeholders resulting in 10 Material Topics, which are explained in section 1.2.2 in the Materiality Matrix. These topics enjoy the highest stakeholder interest with impact on the business context and therefore the ability to create and sustain value over time. The other 10 topics can be considered as key topics.

Details on how the matrix corresponds to GRI and reporting boundaries can be found in section 4.11.



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### MATERIAL TOPICS DEFINITIONS

Digitalization	Develop secure digital applications to generate new business, improve operational excellence and reduce cost base through process redefinition, IT integration, IT infrastructure and development of digital services.
Economic performance	Economic value generated by considering total life cycle and operating costs in order to be able to distribute to stakeholders including employees, shareholders and capital providers.
Emissions	Manage scope 1, 2 and 3 emissions (GHG and Non-GHG emissions, like methane, NOx, SOx emissions, etc.) to reduce as much as possible.
Employee health, safety and security	Providing a safe, secure and reliable work environment for all employees, promoting good health, adequately protecting from infection diseases and providing a secure work environment.
Energy transition	Maintain leading market position throughout the energy transition through portfolio management, sustainable development and adaptation to external trends.
Ethics and compliance	Being a trustworthy organisation by complying to rules, regulations and our code of conduct, including anti-corruption policy, procedures and mechanisms.
Innovation	Development of new technologies, particularly low and non-carbon technologies to maintain a leading position and support the energy transition.
Market positioning	Our position in the market and global presence, engaging in emerging markets, adapt to present and future market developments and product differentiation.
Operational excellence and quality	Achieving operational excellence and deliver projects and operations safely, on time and of high quality in all areas of the Company's business and its supply chain.
Retaining and developing employees	Providing a healthy work environment for employees, provide training and education, regular performance feedback and enable them to grow through the company with meaningful employment.

### 4.8.3 STAKEHOLDER ENGAGEMENT

The Company maintains open and active engagement with its external stakeholders through regular business interactions, including the Annual General Meeting, analyst and investor road shows/meetings, analyst webcast presentations, press releases, website updates, surveys and desktop research.

The feedback obtained during the Materiality Analysis explained in section 1.2 forms a key element of the backbone of the Company's stakeholder engagement program. The program is complemented by other interactions with stakeholders, in order to validate findings and the feedback received feeds into management's approach to Materiality and long-term value creation.

Would you like to participate in SBM Offshore's 2021 Stakeholder Engagement or provide feedback for the 2021 Stakeholder Engagement? Please write to us at [sustainability@sbmoffshore.com](mailto:sustainability@sbmoffshore.com).

### 4.8.4 TASKFORCE FOR CLIMATE-RELATED FINANCIAL DISCLOSURE (TCFD)

#### MANAGEMENT APPROACH

Mitigating the impacts of climate change while meeting the needs of the future by facilitating the energy transition are key for SBM Offshore. The Climate Change Risk & Opportunity assessment is embedded in the portfolios of the CEO and CGCO. The Global Sustainability Manager (CEO) prepares Climate Change scenarios whereas the Group Risk Manager (CGCO) facilitates expert sessions to identify Risks & Opportunities for each scenario. This has been done with risk management professionals and the Company's Group Strategy team first, followed by validation with business owners and the Risk Assurance Committee.

Frameworks from the TCFD have been used to structure the assessment, more specifically the TCFD's Technical Supplement. The Company has applied the following steps:

1. Ensuring Governance to integrate Climate Change Scenario analysis into Strategic planning and Enterprise Risk Management (ERM)
2. Assessment of the Materiality of Climate Change related risks & opportunities with business- and functional experts
3. Identification and definition of range of Climate Change scenarios
4. Evaluation of business impact per scenario together with business owners
5. Identification of potential responses

6. Documentation in a Climate Action report and embedding in the Company's ERM system as well as Disclosure as per this Annual Report and internal presentations

The outcome is used to future proof the current strategy against Physical & Transitional Climate Change related Risks and Opportunities. Identified risks & opportunities are embedded in the Company's Risk Management approach explained in section 3.6 and the Company's Strategic Planning processes.

## RISK MANAGEMENT

Climate change risks & opportunities are inherently identified and assessed against our strategy in our risk breakdown structure as deployed throughout the Company. When relevant, these risks are included in the detailed risk review and analysis is done for all tenders, projects and FPSO (asset) fleet operations which are part of the Company's portfolio. The Group Risk Manager facilitates the process of bottom-up Climate Change risk reporting into the Risk Assurance Committee (RAC) for consolidation purposes. The outcome of the review in the RAC results in heat-maps of risks which are presented in a quarterly Risk report. This covers proposal, projects and fleet individual risks, as well as Group Functions and Execution Centers, and includes actions and managing measures in place to mitigate risk. The report provides an overview to the Management Board and Supervisory Board with the measurement SBM Offshore's Risk Appetite Statements and the latest Risk profile.

## SCENARIO PLANNING

SBM Offshore defined two climate change scenarios to future proof current strategy and take subsequent action based on IEA and IPCC data :

1. A **Steady** Climate Change Scenario based on IEA's Stated Policy Scenario (STEPS) and IPCC's Representative Concentration Pathway (RCP) 4.5 and 6.0. This scenario reflects the impact of announced country policies across the globe. This trajectory is said to have positive impact on climate change, however to fall short of meeting Paris Agreement goals.
2. A **Bold** Climate Action Scenario based on IEA's Sustainable Development Scenario (SDS) and IPCC's RCP 1.9 and 2.6. This scenario reflects a trajectory consistent with countries' shared sustainable energy goals. The trajectory provides for strong commitment towards targets as per Paris Agreement.

## 4.9 REPORTING BOUNDARIES

SBM Offshore not only reports on impacts it causes, but also on impacts it contributes to, and impacts that are linked to its activities. In each of the following paragraphs we elaborate in detail on the boundaries of our material topics. The boundary of a material topic relates to the parts of the organization and supply chain covered in the figures.

### 4.9.1 HEALTH, SAFETY AND SECURITY REPORTING

The HSS performance indicators boundaries take into account :

- Employees, which include all direct hires, part-time employees, locally-hired agency staff ('direct contractors') in the fabrication sites, offices and offshore workers, i.e. all people working for the Company
- Contractors which include any person employed by a contractor or contractor's subcontractor(s) who is directly involved in execution of prescribed work under a contract with SBM Offshore

SBM Offshore implements consultation and participation in accordance with the applicable rules and regulations, and with the ISM onboard offshore units in the form of joint committee. The committee meets with the management team at an agreed frequency to address health and welfare and safety concerns of the employees.

All employees are provided HSSE trainings to familiarize themselves with the Company's health, safety, and security rules and regulations. As part of the training content, individuals attend internal classroom training, attend external training, practice on hands-on training or perform e-learning. The training topics are based on the hazards identified through the structured identification process as well as the regulatory requirements and includes Company standard training package such as security, Life Saving Rules, display screen equipment, site hazard awareness etc.

HSS incidents are reported and managed through the Company centralized incident management tool (SRS – Single Reporting System) which is a web-based reporting system that is used to collect data on all incidents occurring in all

## 4 CORPORATE STATEMENTS 2020

locations where the Company operates. The system records safety, environmental, security incidents, loss of containments, equipment failure and damage only incidents.

SBM Offshore reports on all incidents classified as fatalities, injuries and high consequence injuries - work-related injuries that results in a fatality or in an injury from which the worker is not expected to recover from within six months. Safety incidents are reported based on the incident classifications as defined by the IOGP Report 2019s – September 2020. Health incidents are reported based on the occupational illnesses classification given in IOGP Report Number 393 – 2007. The main-type of work-related injury categories are related to slips, trips and falls –walking at same level & stairs – (18%) as well as manual handling related injuries (40%).

All incidents with an actual or a potential consequence for the Health, Safety and Security of personnel and/or impact on the environment arising out of Company's activities are investigated. Investigations, based on the type, criticality and severity of the event, are performed by specifically identified personnel using methods among which TapRoot® and 5 Why. The Company also reports incident data from contractor's construction facilities if the incident is related to an SBM Offshore project.

The Company uses records of exposure hours and SRS data to calculate Health and Safety performance indicators set by SBM Offshore. The data are tracked daily, consolidated monthly, and disclosed on an annual basis. Results are recorded and reported in accordance with the GRI Standards and IOGP guidelines. The results are compared to previous years, as well as benchmarked against the IOGP averages.

### 4.9.2 ENVIRONMENTAL REPORTING

#### OFFSHORE

In accordance with the IOGP and IPIECA guidelines, SBM Offshore reports on offshore units using the following reporting boundaries :

- Units in the Company's fleet producing and/or storing hydrocarbons under Lease and Operate contracts
- Units in which the Company exercises full operational management control. This view is complemented with an equity share view for the same scope on total offshore scope 1 emissions. Through this approach SBM Offshore accounts for offshore emissions according to its share of equity in the assets under operational control. The share reported is determined as the equity share held by SBM Offshore in the JV that itself owns the vessel

SBM Offshore considers 'operational management control' as: having full authority to introduce and implement operating policies at the operation, in line with the IPIECA definition.

The environmental and process safety performance of the Company is reported by region or management area: Brazil, Angola, North America & Equatorial Guinea. Based on the criteria stated above, SBM Offshore reports on the environmental and process safety performance for the following 13 units :

- Brazil – *FPSO Espirito Santo, FPSO Capixaba, FPSO Cidade de Paraty, FPSO Cidade de Anchieta, FPSO Cidade de Ilhabela, FPSO Cidade de Marica, FPSO Cidade de Saquarema*
- Guyana – *Liza Destiny* (FPSO)
- Angola – *FPSO Mondo, FPSO Saxi Batuque* and *N'Goma FPSO*
- North America & Equatorial Guinea – *FPSO Aseng*
- Asia – *FPSO Kikeh*

The environmental offshore performance reporting methodology was chosen according to the performance indicators relative to GRI Standards and IOGP guidelines. This includes:

- Greenhouse Gases, referred to as GHG which are N<sub>2</sub>O (Nitrous Oxide), CH<sub>4</sub> (Methane) and CO<sub>2</sub> (Carbon Dioxide)
- GHG emissions per hydrocarbon production from flaring and energy generation
- Non Greenhouse Gases which are CO (Carbon Monoxide), NO<sub>x</sub> (Nitrogen Oxides), SO<sub>2</sub> (Sulphur Dioxide) and VOCs (Volatile Organic Compounds)
- Gas flared per hydrocarbon production, including gas flared on SBM Offshore account
- Energy consumption per hydrocarbon production
- Oil in Produced Water per hydrocarbon production

SBM Offshore reports some of its indicators as a weighted average, calculated pro rata over the volume of hydrocarbon production per region. This is in line with the IOGP Environmental Performance Indicators.

## ONSHORE

SBM Offshore reports on its onshore scope 1, 2 and 3 emissions<sup>2</sup>. As indicated in the 2019 Annual Report, efforts have been made in 2020 to further mature onshore emissions reporting to extend the reporting scope to include all locations in operational control by SBM Offshore. In 2020, the reporting scope includes all locations where the headcount is over 10 and yards over which the Company has full operational control. The Company can now report onshore emissions on more locations. There is no revision of the 2018 data however, as there was no data for the locations added in the scope in 2019.

Next to this, the Company reports both the 'location-based approach' as well as the 'market-based approach' for its scope 2 emissions. This is related to the SDG target on percentage of renewable energy used in the offices set in place for 2019. SBM Offshore reports onshore emissions data for the following locations: Amsterdam, Houston, Kuala Lumpur, Marly, Monaco, Rio de Janeiro, Schiedam, Shanghai, Carros lab, Georgetown, Bangalore, Brazil Shorebases, Canada Shorebase, Luanda Shorebase and Malabo Shorebase. The Singapore office is excluded as we have no visibility on energy breakdown usages as the energy is included in the lease.

The Company reports on scope 3 emissions related to business flights. This consists of all flights invoiced and paid for via our standard travel system in 2020 and the data covers all operating companies. The GHG emissions relating to business flights are based on third-party documentation on distances, the conversion to CO<sub>2</sub>-equivalent is based on CO<sub>2</sub>emissiefactoren.nl.

For the onshore electricity usage, the Company uses the World Resources Institute Greenhouse Gas Protocol (GHG Protocol) method and conversion factors to calculate CO<sub>2</sub> equivalents. For fuels the Company uses conversion factors published by the UK government's Department for Environment Food & Rural Affairs (DEFRA). CO<sub>2</sub> equivalency is a quantity that describes, for a given mixture and amount of greenhouse gas, the amount of CO<sub>2</sub> that would have the same global warming potential (GWP), when measured over a specified timescale (generally, 100 years).

## ATMOSPHERIC EMISSIONS

The calculation of air emissions from offshore operations units uses the method as described in the EEMS-Atmospheric Emissions Calculations (Issue 1.810a) recommended by Oil & Gas UK. SBM Offshore uses the GHG Global Warming Potentials from the Fourth Assessment Report issued by the IPCC.

Emissions reported in the Company records include :

- GHG emissions for the production of energy. Records of GHG emissions from steam boilers, gas turbines and diesel engines used by the operating units.
- GHG emissions from gas flared. Flaring events accountability is split into either client or SBM Offshore: 'SBM Offshore Account' is flaring resulting from unplanned events. Whereas client account is flaring resulting from events caused by the client or planned by SBM Offshore in agreement with the client.
- GHG emissions from flights. Scope 3 emissions are calculated using distances and third-party emissions factors.
- GHG emissions for onshore operations are reported using the market-based and location-based approaches.

Identifying the causes of flaring for which SBM Offshore is responsible and acting on these events is part of the continuous improvement process.

## OFFSHORE ENERGY CONSUMPTION

The energy used to produce oil and gas covers a range of activities, including :

- Driving pumps producing the hydrocarbons or re-injecting produced water
- Heating produced oil for separation
- Producing steam
- Powering compressors to re-inject produced gas
- Driving turbines to generate electricity needed for operational activities

The main source of energy consumption of offshore units is Fuel Gas and Marine Gas Oil.

<sup>2</sup> The World Resources institute GHG Protocol Corporate Standard classifies a company's GHG emissions into three 'scopes'. Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy. Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.

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### OIL IN PRODUCED WATER DISCHARGES

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. Limits are imposed on the concentration of oil in the effluent discharge stream (generally expressed in the range of 15-30 ppm) or discharge is limited where re-injection is permitted back into the reservoir. The overall efficiency of the oil in water treatment and as applicable reinjection can be expressed as tonnes of oil discharged per million tonnes of hydrocarbon produced.

Incidental environmental releases to air, water or land from the offshore operations units are reported using the data recorded in the SRS database. SBM Offshore has embedded a methodology for calculating the estimated discharge and subsequent classification within the SRS tool.

### CHANGES IN REPORTING

#### DATA REVISIONS

The offshore environmental data has been revised due to an improved process methodology in 2020. The following elements have been updated in 2020 which had an impact on the overall emissions KPIs :

- Gas Production figures have been further aligned with IOGP definition (updated to include only Fuel Gas, Gas Flared and Gas Exported). This update has an impact on the overall Hydrocarbon production (sum of oil and gas produced) which decreased compared to what was initially reported. This therefore also affected the different ratios per production such as: gas flared, GHG emissions, Energy Consumption, Oil in water per production. These ratios increased.
- Conversion factors for Gas volumes have been updated to reflect Standard conditions (15.5 deg). This update slightly affected the volumes of gas considered for the vessels where this conversion factor applied. The gas volumes produced (tonnes) considered slightly decreased. This therefore had an impact on the parameters using the volumes of gas such as (gas flaring, GHG emissions from Flaring and Energy generation – as power generation emissions are also based on amounts of Fuel Gas).

These updates have been made to improve data and calculations accuracy and ensure consistency in the way our KPIs are produced. To ensure proper comparison of trends with previous year's reported data, 2019 figures have been presented using the new methodology.

Revised Data for 2019

	2019 Annual Report	Revised 2019 Annual Report
Number of offshore units (vessels)	12	12
<b>SBM Offshore Production</b>		
Hydrocarbon Production (tonnes)	53,442,908	47,492,381
<b>Energy Consumption</b>		
Offshore Energy Consumption <sup>1</sup>	61,368,370	60,720,811
Offshore Energy Consumption per Production <sup>2</sup>	1.15	1.28
<b>Emissions – Offshore</b>		
Carbon dioxide (CO <sub>2</sub> ) in tonnes	5,239,388	5,100,732
Methane (CH <sub>4</sub> ) in tonnes	12,332	11,818
Nitrous oxide (N <sub>2</sub> O) in tonnes	311	304
<b>Flaring</b>		
Total Gas Flared per production <sup>3</sup>	11.87	12.77
Gas Flared on SBM Offshore account per production <sup>3</sup>	3.95	4.30
Proportion of Gas Flared on SBM Offshore account	33%	34%
<b>Other/Air Pollution – Non Greenhouse Gas Emissions</b>		
Carbon monoxide (CO) in tonnes	7,335	7,095
Nitrogen oxides (NO <sub>x</sub> ) in tonnes	7,534	7,384
Sulphur dioxides (SO <sub>2</sub> ) in tonnes	138	137
Volatile organic compounds (VOCs) in tonnes	1,315	1,259
<b>GHG Emissions</b>		
Offshore GHG emissions <sup>4</sup>	5,640,476	5,486,881
Offshore GHG emission per Production	105.54	115.53
<b>Discharges</b>		
Quantity of oil in produced water discharges in tonnes per million tonnes of hydrocarbon production <sup>5</sup>	5.13	5.77

1 GJ = gigajoule, energy from fuel gas and marine gas oil

2 gigajoule per tonnes of hydrocarbon production

3 tonnes of gas flared per thousand tonnes of hydrocarbon production

4 in tonnes of CO<sub>2</sub> equivalent

5 tonnes of oil discharged to sea per million tonnes of hydrocarbon production

### 4.9.3 PROCESS SAFETY REPORTING

A Loss of Primary Containment (LOPC) is defined as an unplanned or uncontrolled release of any material from primary containment, including non-toxic and non-flammable materials (e.g. steam, hot condensate, nitrogen, compressed CO<sub>2</sub> or compressed air).

A Tier 1 or Tier 2 PSE is defined as an LOPC from a process system that meets criteria defined in API RP 754.

LOPC events are reported in the Company's Single Reporting System as highlighted in sections 2.1.2 and 4.10.1. This system includes a built-in calculation tool to assist the user in determining the release quantity of LOPC events. All LOPCs are analysed to identify those considered to be PSEs as per API RP 754. Process Safety KPIs used by the Company include the number of Tier 1 and the number of Tier 2 PSEs.

### 4.9.4 HUMAN RESOURCES REPORTING

The Company's Human Resources (HR) data covers the global workforce and is broken down by region (continents) and employment type. The performance indicators report on the workforce status at year-end December 31, 2020. They include all staff assigned on unlimited or fixed-term contracts, employee new hires and departures, total number of locally-employed staff from agencies, and all crew working on board the offshore operations units and shore bases.

## 4 CORPORATE STATEMENTS 2020

### HEADCOUNT, TURNOVER, TRAININGS, EQUAL REMUNERATION & NATIONALIZATION

Human Resources considers :

- 'Direct Hire' employees as a staff member holding a labor contract for either an unlimited or a defined period (or an offer letter for an unlimited period in the USA). Direct hires are recorded on the payroll, directly paid by one entity of the SBM Offshore Group.
- 'Contractors' as an individual performing work for or on behalf of SBM Offshore, but not recognized as an employee under national law or practice (not part of SBM Offshore companies payroll, they issue invoices for services rendered).
- 'Subcontractors' are not considered as staff in the HR headcount breakdown structure. This population is managed as temporary service and are not covered by HR processes policies.

SBM Offshore includes the BRASA Yard in Brazil and the PAENAL Yard in Angola in its reporting scope based on partial ownership and operational control including human resource activities and social responsibility for the employees.

In principle, reporting on headcount, turnover, training and collective bargaining covers all SBM Offshore, including construction yards. For the reporting on Appraisals and Equal Remuneration construction yard employees are not included, due to the limits on influence and impact that SBM Offshore has on JV partners in the PAENAL and BRASA yards.

SBM Offshore reports its HR data in all the regions (Africa, Asia, Europe, North America, South America) it is located.

Turnover has been calculated as the number of employees who have left the Company in 2020 (between January 1 and the December 30, 2020) compared with the aggregate of the headcount on December 31, 2019 and December 31, 2020; divided by 2, with the result multiplied by 100. In the past 5 years, turnover was calculated differently: the number of employees who have left the Company in the year (January 1 to December 30) compared with the Headcount on December 31 of the year + the number of newcomers in the year. As part of our continuous improvements strategy, we believe that this new method will provide more accurate data on turnover for the years to come even though the old method was not erroneous.

For fleet operations, engagement and development of the local workforce is the main indicator for successful local content development. In this perspective, SBM Offshore monitors the percentage of local workforce – % of nationalization per regions (included below for Brazil, Angola and Guyana as they represent most of our population offshore) – and invests in training to increase or maintain the targeted level. For example, specific programs in below countries focus on education and training of nationals to facilitate them entering the workforce with the required level of qualifications and knowledge.

- 88% of Brazilian direct hire workforce consists of Brazilian nationals
- 81% of Angolan direct hire workforce consists of Angolan nationals
- 49% of Guyanese direct hire workforce consists of Guyana nationals

### PERFORMANCE MANAGEMENT

In order to ensure personal development and optimal management of performance within the Company, SBM Offshore conducts annual performance reviews for all employees. Globally, the Company uses a common system to rate and evaluate all employees.

### COLLECTIVE BARGAINING

Collective bargaining is a process of negotiation between employers and a group of employees aimed at agreements to regulate working salaries, working conditions, benefits, and other aspects of workers' compensation and rights for workers. Within SBM Offshore, it is considered as collective bargaining: all the employees of which the interests are commonly represented by external or internal representatives of a trade union to which the employees belong. Given the COVID-19 pandemic, Labor Agreement in Brazil could not have been updated because they were not able to assemble. Nevertheless they have done a voluntary increase to cover the inflation. They will negotiate a New Agreement once it will be allowed for the employee to vote in person. Given the above circumstances we agreed to consider Brazil to be still under Labor Agreement.

### HUMAN RIGHTS

SBM Offshore considers all contracts with qualified vendors as significant investment agreements, therefore the Company included human rights clauses in the Supply Chain Charter signed by our vendors.

## 4.9.5 COMPLIANCE REPORTING

SBM Offshore reports on significant fines paid by SBM Offshore and all affiliate companies. To define a significant fine the following thresholds are considered (subject to final assessment by Management Board on a case by case basis) :

### 1. **Operational fines of a regulatory and/or administrative nature which exceed US\$500,000**

1 significant operational fine had to be paid by an affiliated company in 2020, amounting approximately US\$950k – of which 50% is attributable to SBM Offshore

### 2. **Legal and compliance fines of a criminal nature which exceed US\$50,000**

No significant legal and compliance fines had to be paid in 2020.



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### 4.10 NON-FINANCIAL INDICATORS

#### 4.10.1 HEALTH, SAFETY & SECURITY

##### Health, Safety & Security

	Year to Year		2020 – By Operating Segment	
	2020	2019	Offshore	Onshore
Exposure hours				
Employee <sup>1</sup>	13,964,697	13,926,255	7,902,851	6,061,846
Contractor <sup>2</sup>	21,198,552	20,652,056	0	21,198,552
<b>Total Exposure hours</b>	<b>35,163,249</b>	<b>34,578,311</b>	<b>7,902,851</b>	<b>27,260,398</b>
Fatalities (work related)				
Employee	0	0	0	0
Contractor	0	1	0	0
<b>Total Fatalities</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Fatality Rate (Total)<sup>3</sup></b>	<b>0</b>	<b>0.01</b>	<b>0</b>	<b>0</b>
Injuries				
High-consequence work-related Injury Employee <sup>4</sup>	0	0	0	0
High-consequence work-related Injury Contractor <sup>5</sup>	0	0	0	0
High-consequence work-related Injury Rate Employee <sup>6</sup>	0	0	0	0
High-consequence work-related Injury Rate Contractor <sup>6</sup>	0	0	0	0
<b>High-consequence Work-related Injury Rate (Total)<sup>7</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total Recordable Injury <b>Employee</b>	10	16	8	2
Total Recordable Injury <b>Contractor</b>	7	6	0	7
Total Recordable Injury Rate <b>Employee<sup>8</sup></b>	0.14	0.23	0.20	0.07
Total Recordable Injury Rate <b>Contractor<sup>8</sup></b>	0.07	0.06	0	0.07
<b>Total Recordable Injury Frequency Rate (Total)<sup>8</sup></b>	<b>0.10</b>	<b>0.13</b>	<b>0.20</b>	<b>0.07</b>
Occupational Illness				
Employee	2	1	2	0
Contractor	0	0	0	0
<b>Total Recordable Occupational Illness Frequency Rate (Employees only)<sup>9</sup></b>	<b>0.03</b>	<b>0.01</b>	<b>0.05</b>	<b>0</b>

1 Direct hires, part-time employees, locally hired agency staff ('direct contractors') in the fabrication sites, offices and offshore workers, i.e. all people working for the Company.

2 Any person employed by a contractor or contractor's sub-contractor(s) who is directly involved in execution of prescribed work under a contract with SBM Offshore.

3 Fatalities per 200,000 exposure hours.

4 Work-related injury that results in an injury from which the Employee cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months, excluding fatality.

5 Work-related injury that results in an injury from which the Contractor cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months, excluding fatality.

6 High-consequence work-related injuries per 200,000 exposure hours.

7 Total high-consequence work-related injuries per 200,000 exposure hours.

8 Recordable injuries per 200,000 exposure hours.

9 Occupational illnesses per 200,000 exposure hours.

##### Process Safety

	Year to Year		2020 – Regional Breakdown			
	2020	2019	Brazil	Angola	Africa/ North America	Asia
API 754 Classified Materials (by TIER)						
Tier 1 incidents (number)	3	2	1	2		
Tier 2 incidents (number)	4	3		1	3	

## 4.10.2 ENVIRONMENT

	Year to Year		2020 - Regional Breakdown				
	2020	2019 (revised)	Brazil	Angola	North America & Caribbean	Asia & Equatorial Guinea	Europe
Number of offshore units (vessels)	13	12	7	3	1	2	-
<b>SBM Offshore Production</b>							
Hydrocarbon Production (tonnes)	46,987,495	47,492,381	33,431,698	6,825,727	4,114,800	2,615,269	-
<b>Energy Consumption</b>							
<b>Total Energy Consumption<sup>1</sup></b>	<b>63,161,957</b>	<b>60,762,908</b>	<b>39,216,434</b>	<b>12,733,608</b>	<b>3,645,868</b>	<b>7,551,095</b>	<b>14,953</b>
<b>Offshore Energy Consumption</b>	<b>63,133,658</b>	<b>60,720,811</b>	<b>39,215,603</b>	<b>12,733,252</b>	<b>3,636,908</b>	<b>7,547,894</b>	<b>-</b>
Onshore Energy Consumption	28,300	42,097	831	355	8,960	3,201	14,953
Offshore Energy consumption per production <sup>2</sup>	1.34	1.28	1.17	1.87	0.88	2.89	-
<b>Emissions – Offshore</b>							
<b>GHG Scope 1</b>							
Carbon dioxide (CO <sub>2</sub> in tonnes)	5,248,326	5,100,732	2,372,705	1,247,923	947,604	680,095	-
Methane (CH <sub>4</sub> in tonnes)	12,844	11,818	2,104	3,725	5,221	1,793	-
Nitrous oxide (N <sub>2</sub> O in tonnes)	311	304	169	69	33	40	-
<b>Emissions – Onshore</b>							
GHG Scope 1 <sup>3</sup>	165	233			0.7		164
GHG Scope 2 (location based) <sup>3</sup>	2,516	3,429	32	39	1,200	530	715
GHG Scope 2 (market based)	588	510	32	39	49	446	23
GHG Scope 3 - Air travel <sup>4</sup>	8,231	27,742	2,851	n.a. <sup>5</sup>	426	198	4,755
<b>Flaring</b>							
Total Gas Flared per production <sup>6</sup>	14.08	12.77	2.48	28.82	70.09	35.71	-
Gas Flared on SBM Offshore account per production <sup>6</sup>	6.32	4.30	1.99	7.96	40.53	3.69	-
Proportion of Gas Flared on SBM Offshore account	44.9%	33.7%	80.1%	27.6%	57.8%	10.3%	-
<b>Other/Air Pollution – Non Greenhouse Gas Emissions</b>							
Carbon monoxide (CO in tonnes)	7,601	7,095	2,606	1,938	2,041	1,016	-
Nitrogen oxides (NOx in tonnes)	7,710	7,384	4,473	1,571	639	1,027	-
Sulphur dioxides (SO <sub>2</sub> in tonnes)	142	137	56	17	25	43	-
Volatile organic compounds (VOCs in tonnes)	1,372	1,259	195	402	580	195	-
<b>Emissions – (Offshore+Onshore)</b>							
<b>Volume of GHG (CO<sub>2</sub> eq. in tonnes)</b>	<b>5,671,147</b>	<b>5,515,367</b>	<b>2,478,549</b>	<b>1,361,803</b>	<b>1,088,514</b>	<b>737,337</b>	<b>4,942</b>
<b>Offshore GHG emissions (operational control)</b>	<b>5,662,163</b>	<b>5,486,881</b>	<b>2,475,667</b>	<b>1,361,765</b>	<b>1,088,038</b>	<b>736,694</b>	<b>-</b>
Offshore GHG emissions (equity share in tonnes) <sup>7</sup>	3,864,477	3,301,828	1,705,433	680,882	1,088,038	390,122	-
Onshore GHG emissions (offices + airtravel in tonnes)	8,984	28,486	2,883	39	476	644	4,942
Offshore GHG emissions per production <sup>8</sup>	120.50	115.53	74.05	199.50	264.42	281.69	-
<b>Discharges</b>							
Quantity of oil in produced water discharges <sup>9</sup>	5.09	5.77	0.76	12.34	0.47	48.88	-

1 GJ = gigajoule, energy from fuel gas and marine gas oil

2 Gigajoule per tonnes of hydrocarbon production

3 Tonnes of CO<sub>2</sub> equivalents

4 Split per region is based on Travel agencies

5 Emissions related to flights are reported in the other regions

6 Tonnes of gas flared per thousand tonnes of hydrocarbon production

7 Equity share of operational control scope

8 Tonnes of GHG emissions per thousand tonnes of HC production

9 Tonnes of oil discharged to sea per million tonnes of hydrocarbon production

## 4 CORPORATE STATEMENTS 2020

### 4.10.3 HUMAN RESOURCES

#### Headcount by Direct Hire and by Contractor

Headcount by Direct Hire and by Contractor

	Total			Ratios
	Grand Total	Direct Hire	Contractor	% of Contractor Employees
Africa	819	633	186	23%
Asia	1204	792	412	34%
Europe	1650	1516	134	8%
North America	104	103	1	1%
South America	1750	1530	220	13%
<b>Grand Total</b>	<b>5527</b>	<b>4574</b>	<b>953</b>	<b>17%</b>

#### Headcount by employee contract and employee type

Direct Hire by employee contract and employee type

	Permanent Male Employees	Permanent Female Employees	Temporary Male Employees	Temporary Female Employees	Part-Time Male Employees	Part-Time Female Employees	% of Part-Time Employees
Africa	534	94	3	2	0	0	0%
Asia	582	135	68	7	0	0	0%
Europe	1057	380	51	28	36	66	7%
North America	80	22	1	0	0	0	0%
South America	1263	208	32	27	14	12	2%
<b>Sum:</b>	<b>3516</b>	<b>839</b>	<b>155</b>	<b>64</b>	<b>50</b>	<b>78</b>	<b>3%</b>

#### Direct Hires New Joiners Headcount

	Total New Hires	
	Total New Hire Headcount	New Hire Ratio
Africa	48	7%
Asia	251	30%
Europe	99	6%
North America	8	3%
South America	230	14%
<b>Grand Total</b>	<b>636</b>	<b>13%</b>

#### Direct Hires Turnover Headcount

Direct Hire Turnover Headcount

	Total Turnover	
	Total Turnover Headcount	Total Turnover Rate
Africa	23	4%
Asia	84	12%
Europe	146	10%
North America	188	95%
South America	127	9%
<b>Grand Total</b>	<b>568</b>	<b>13%</b>

## Direct Hires Performance Appraisals

### Direct Hires Performance Appraisals

	Male %	Female %	Total % <sup>1</sup>
Performance Appraisals Completed - Onshore (2019)	98%	98%	98%
Performance Appraisals Completed - Offshore (2019)	95%	97%	95%

<sup>1</sup> An appraisal is considered completed when it has been given a rating

## Direct Hires Collective Bargaining

### Collective Bargaining

	%
Percentage of Employees covered by Collective Bargaining Agreements	82%

<sup>1</sup> The rights of expatriate population are supported by internal policies, as agreed in the employment contract and with reference to the offshore and onshore manuals. Accordingly, they are considered by SBM Offshore to be qualified for collective bargaining.

## Direct Hires Equal Remuneration

### Gender Pay Gap

	# Male	# Female	Pay Gap
<b>Junior Management Level</b>	<b>725</b>	<b>171</b>	<b>0.84<sup>1</sup></b>
Middle Management Level	371	63	0.97
Top Management Level	30	4	1.22
Non-Management Level	645	473	0.82
<b>Global Pay Gap Average</b>	<b>1771</b>	<b>711</b>	<b>0.96</b>

<sup>1</sup> The Pay Gap calculation is obtained doing: average Female Salary over average Male Salary. The population in scope for this Annual Report is limited to only "Permanent" and "Temporary" employees.

## 4 CORPORATE STATEMENTS 2020

### 4.10.4 5-YEAR KEY SUSTAINABILITY FIGURES

	2020	2019	2018	2017	2016
<b>Health, Safety and Security</b>					
TRIFR (rate)	0.1	0.13	0.18	0.19	0.31
High consequence Injury rate	0	0	0	0	0
Fatalities work related (number)	0	1	1	0	0
Total consolidated exposure hours <sup>1</sup>	35.16	34.58	27.32	13.38	14.63
<b>Environment</b>					
Total GHG Emissions Offshore (operational control) <sup>2</sup>	5,662	5,486	5,681	6,185	8,444
Total GHG Emissions Offshore per production <sup>3</sup>	120.50	115.53	116.59	118.18	202.11
Flaring per production	14.08	12.77	12.66	13.74	27.76
Flaring on SBM Offshore account per production	6.32	4.30	4.40	6.67	2.95
Offshore energy consumption <sup>4</sup>	63,133,658	60,720,811	62,044,614	67,089,628	59,698,576
<b>Human Resources<sup>5</sup></b>					
Total Employees <sup>6</sup>	5,527	5,530	4,740	4,810	4,748
Total Direct Hires <sup>6</sup>	4,574	4,439	4,079	4,126	4,174
Total Contractors <sup>6</sup>	953	1,091	661	684	574
Contractors / Direct Hires Ratio <sup>6</sup>	17%	20%	14%	14%	12%
Total of Females in Direct Hire Workforce	20%	22%	19%	18%	20%
Part-time Workforce	3%	2%	3%	4%	4%
<b>Employee Rates<sup>5</sup></b>					
Turnover	13%	13%	10%	10%	19%
<b>Appraisals</b>					
Performance Appraisals Completed	97%	93%	96%	94%	94%

1 in million hours

2 thousand tonnes of CO<sub>2</sub> equivalents

3 tonnes of GHG emissions per thousand tonnes of hydrocarbon production

4 GJ = gigajoule, energy from fuel gas and marine gas oil

5 does not include construction yards except if specified otherwise

6 including construction yards

## 4.11 GRI CONTENT INDEX

This report has been prepared in accordance with the Global Reporting Initiative standards: Core option (General Disclosures and information linked to our Material Topics from version 2016 of the GRI standards).

Standard	Disclosure	Reference /direct answer
<b>1. Organizational profile</b>		
102-1	Name of the organization	SBM Offshore N.V
102-2	Activities, brands, products, and services	1.2
102-3	Location of the organization's headquarters	5.2
102-4	Location of operations	1.2
102-5	Ownership and legal form	3.2
102-6	Markets served	1.2
102-7	Scale of the organization	1.2, 2.2
102-8	Information on employees and other workers	2.1.4, 4.10
102-9	Supply chain	2.1.3
102-10	Significant changes to the organization and its supply chain	No significant changes
102-11	Precautionary Principle or approach	Sustainability policy
102-12	External initiatives	2.2
102-13	Memberships of associations	2.1.2.1
<b>2. Strategy</b>		
102-14	Statement from senior decision-maker	1.1.1
<b>3. Ethics and integrity</b>		
102-16	Values, principles, standards, and norms of behavior	1.3.1, 3.6.2, 3.8.2
<b>4. Governance</b>		
102-18	Governance structure	3.2
<b>5. Stakeholder Engagement</b>		
102-40	List of stakeholder groups	1.2
102-41	Collective bargaining agreements	4.9.4, 4.10.3
102-42	Identifying and selecting stakeholders	1.2, 4.8
102-43	Approach to stakeholder engagement	1.2, 4.8
102-44	Key topics and concerns raised	1.2
<b>6. Reporting practise</b>		
102-45	Entities included in the consolidated financial statements	4.3.30
102-46	Defining report content and topic Boundaries	4.9
102-47	List of material topics	1.2, 4.8
102-48	Restatements of information	n/a
102-49	Changes in reporting	4.9
102-50	Reporting period	calendar year 2020
102-51	Date of most recent report	February 11, 2021
102-52	Reporting cycle	annual
102-53	Contact point for questions regarding the report	5.2
102-54	Claims of reporting in accordance with the GRI Standards	2.2 , 4.8.1
102-55	GRI content index	4.11
102-56	External assurance	4.13

## 4 CORPORATE STATEMENTS 2020

### MATERIAL TOPICS

Reporting standard	Disclosure	Reference/omission
<b>1. Material topic: <i>Energy Transition</i></b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its Boundary	2.1.9, 4.8.4
	103-2 The management approach and its components	2.1.9, 4.8.4
	103-3 Evaluation of the management approach	2.1.9, 4.8.4
Own Indicator	% of R&D investments in non-carbon technologies	2.1.9
<b>2. Material topic: <i>Ethics &amp; Compliance</i></b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its Boundary	2.1.1, 3.6.2
	103-2 The management approach and its components	2.1.1, 3.6.2
	103-3 Evaluation of the management approach	2.1.1, 3.6.2
Own Indicator	Training on-corruption policies and procedures	2.1.1
GRI 205-3: Anti-corruption	Confirmed incidents of corruption and actions taken	2.1.1
GRI 419-1: Socioeconomic Compliance	Non-compliance with laws and regulations in the social and economic area	2.1.1
<b>3. Material topic: <i>Employee Health, Safety and Security (incl. content re. Human Rights)</i></b>		
GRI 103: Management approach (for HSSE & Human Rights)	103-1 Explanation of the material topic and its Boundary	2.1.2
	103-2 The management approach and its components	2.1.2
	103-3 Evaluation of the management approach	2.1.2
GRI 403-9 Occupational Health and Safety	Work-related Injuries	2.1.2
Own Indicator	Number of process safety events by business activity	2.1.2
GRI 412-3 Human Rights Assessment	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	2.1.2
<b>4. Material topic: <i>Economic Performance</i></b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its Boundary	2.1.5
	103-2 The management approach and its components	2.1.5
	103-3 Evaluation of the management approach	2.1.5
GRI 201-1: Economic Performance	Direct economic value generated or distributed (Cash Flow/ EBITDA %)	2.1.5
<b>5. Operational Excellence &amp; Quality</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its Boundary	2.1.3
	103-2 The management approach and its components	2.1.3
	103-3 Evaluation of the management approach	2.1.3
Own Indicator	Certification and classification performance on; ISO 9001, ISO 14001, OHSAS 18001 & ISM	2.1.3, 4.12
<b>6. Material topic: <i>Market Positioning (incl. content re partnerships &amp; retaining/developing employees)</i></b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its Boundary	2.1.10
	103-2 The management approach and its components	2.1.10
	103-3 Evaluation of the management approach	2.1.10
Own Indicator	Sustainability Benchmarking	2.1.10
102-7 or Own Indicator	# of Projects Under Development (construction)	2.1.10

Reporting standard	Disclosure	Reference/omission
<b>7. Material topic: Emissions</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its Boundary	2.1.6
	103-2 The management approach and its components	2.1.6
	103-3 Evaluation of the management approach	2.1.6
GRI 305-1 Emissions	Direct greenhouse gas (GHG) emissions (Scope 1)	2.1.6, 4.9.2
GRI 305-2 Emissions	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	2.1.6, 4.9.2
GRI 305-7 Emissions	and other significant air emissions	2.1.6, 4.9.2
Own Indicator	Volume of flared and vented hydrocarbon	2.1.6, 4.9.2
<b>8. Material topics: Innovation</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its Boundary	2.1.8
	103-2 The management approach and its components	2.1.8
	103-3 Evaluation of the management approach	2.1.8
Own Indicator	TRL Progress (Market Readiness – TRL 4)	2.1.8
<b>9. Material topics: Digitalization</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its Boundary	2.1.7
	103-2 The management approach and its components	2.1.7
	103-3 Evaluation of the management approach	2.1.7
Own Indicator	# of signals captured & percentage increase y-o-y	2.1.7
<b>10. Material topics: Retaining &amp; Developing Employees</b>		
GRI 103: Management approach	103-1 Explanation of the material topic and its Boundary	2.1.4
	103-2 The management approach and its components	2.1.4
	103-3 Evaluation of the management approach	2.1.4
GRI 404-3 Training and Education	Percentage of employees receiving regular performance and career development reviews	2.1.4
Own Indicator	Employee Turnover rate	4.10.3



## 4 CORPORATE STATEMENTS 2020

### 4.12 CERTIFICATION AND CLASSIFICATION TABLES

Complementing sections 2.1.3 and 3.8, the below tables map the compliance and certification of SBM Offshore entities and (onshore and offshore) sites with the following international certification standards and codes :

- ISO 9001:2015 related to Quality Management Systems
- ISO 14001:2015 related to Environmental Management Systems
- ISO 45001:2018 related to Occupational Health & Safety Management Systems (transitioning from OHSAS 18001)
- 'Class' – Marine Certification by Classification Societies (e.g. ABS – American Bureau of Shipping)
- ISM – International Safety Management Code (from IMO – International Maritime Organization)
- ISPS – International Ship & Port Facility Security Code (from IMO)

OFFICES & WORKSITES	ISO 9001	ISO 14001	ISO 45001	ISM
<b>Corporate Offices</b>				
Amsterdam (Netherlands)	Certified			
Monaco	Certified			
<b>Locations</b>				
Houston (United States)	Certified			
Rio de Janeiro (Brazil)	Certified			
Monaco	Certified			
Schiedam (Netherlands)	Certified			
Kuala Lumpur (Malaysia)	Certified			
Shanghai (China)	Certified			
<b>SBM Nauvata JV</b>				
Bengaluru (India)	Certified			
<b>Imodco</b>				
Monaco	Certified			
<b>Construction Sites</b>				
PAENAL (Angola)	Certified		Certified	
<b>Operations Offices</b>				
Monaco (Management Office)	Certified	Compliant	Compliant	Certified
Angola		Compliant	Compliant	Certified
Brazil		Compliant	Compliant	Certified
Equatorial Guinea		Compliant	Compliant	Certified
Guyana		(ongoing)	(ongoing)	Certified
Malaysia		Compliant	Compliant	Certified

Certified : certified by accredited 3<sup>rd</sup> Party  
 Compliant : verified as compliant by independent, qualified 3<sup>rd</sup> Party  
 Classed : certified by classification society

OFFSHORE PRODUCTION FLEET	ISO 14001	ISO 45001	CLASS	ISM	ISPS
<b>Angola</b>					
<i>FPSO Mondo</i>	Compliant	Compliant	Classed	Certified	Certified
<i>FPSO Saxi Batuque</i>	Compliant	Compliant	Classed	Certified	Certified
<i>N'Goma FPSO</i>	Compliant	Compliant	Classed	Certified	Certified
<b>Brazil</b>					
<i>FPSO Capixaba</i>	Compliant	Compliant	Classed	Certified	Certified
<i>FPSO Espirito Santo</i>	Compliant	Compliant	Classed	Certified	Certified
<i>FPSO Cidade de Anchieta</i>	Compliant	Compliant	Classed	Certified	Certified
<i>FPSO Cidade de Paraty</i>	Compliant	Compliant	Classed	Certified	Certified
<i>FPSO Cidade de Ilhabela</i>	Compliant	Compliant	Classed	Certified	Certified
<i>FPSO Cidade de Maricá</i>	Compliant	Compliant	Classed	Certified	Certified
<i>FPSO Cidade de Saquarema</i>	Compliant	Compliant	Classed	Certified	Certified
<i>FPSO Sepetiba</i>	(ongoing)	(ongoing)	(ongoing)	(ongoing)	(ongoing)
<b>Equatorial Guinea</b>					
<i>FPSO Aseng</i>	Compliant	Compliant	Classed	Certified	Certified
<i>FPSO Serpentina</i>	Compliant	Compliant	Classed	Certified	Certified
<b>Guyana</b>					
<i>Liza Destiny</i> (FPSO)	(ongoing)	(ongoing)	Classed	Certified	Certified
<i>Liza Unity</i> (FPSO)	(ongoing)	(ongoing)	(ongoing)	(ongoing)	(ongoing)
<i>Prosperity</i> (FPSO)	(ongoing)	(ongoing)	(ongoing)	(ongoing)	(ongoing)
<b>Malaysia</b>					
<i>FPSO Kikeh</i>	Certified	Compliant	Classed	Certified	Certified

OFFSHORE INSTALLATION FLEET	ISO 9001	ISO 14001	OHSAS 18001	CLASS	ISM	ISPS
SBM Installer	Certified	Certified	Certified	Classed	Certified	Certified
Normand Installer	Certified	Certified	Certified	Classed	Certified	Certified

Certified : certified by accredited 3<sup>rd</sup> Party  
 Compliant : verified as compliant by independent, qualified 3<sup>rd</sup> Party  
 Classed : certified by classification society

## 4 CORPORATE STATEMENTS 2020

### 4.13 ASSURANCE REPORT OF THE INDEPENDENT AUDITOR

To: the Management Board and Supervisory Board of SBM Offshore N.V.

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#### *Assurance report on the sustainability information 2020*

##### **Our conclusion**

Based on our procedures performed, nothing has come to our attention that causes us to believe that the sustainability information included in the annual report 2020 of SBM Offshore N.V. does not present, in all material respects, a reliable and adequate view of:

- the policy and business operations with regard to corporate social responsibility; and
  - the thereto related events and achievements for the year ended 31 December 2020
- in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative (GRI) and the applied supplemental reporting criteria as included in the section 'reporting criteria'.

##### **What we have reviewed**

We have reviewed the sustainability information included in the annual report for the year ended 31 December 2020, as included in the following sections in the annual report (hereafter 'the sustainability information'):

- Chapter 1: Business Environment;
- Chapter 2: Performance Review & Impact;
- Chapter 4.8: Scope of Non-financial Information;
- Chapter 4.9: Reporting Boundaries;
- Chapter 4.10: Non-financial Indicators;
- Chapter 4.11: GRI Content Index; and
- Chapter 4.12: Certification and Classification Tables.

The sustainability information comprises a representation of the policy and business operations of SBM Offshore N.V., Amsterdam with regard to sustainability and the thereto related business operations, events and achievements for the year ended 31 December 2020.

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##### **The basis for our conclusion**

We have performed our review in accordance with Dutch law, which includes the Dutch Standard 3810N 'Assuranceopdrachten inzake maatschappelijke verslagen' ('Assurance engagements on corporate social responsibility reports'), which is a specified Dutch Standard that is based on the International Standard on Assurance Engagements (ISAE) 3000, 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'. This review is aimed at obtaining a limited level of assurance. Our responsibilities under this standard are further described in the section 'Our responsibilities for the review of the sustainability information' of this assurance report.

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

##### **Independence and quality control**

We are independent of SBM Offshore N.V. in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO – Code of Ethics for Professional Accountants, a regulation with respect to independence) and other for the engagement relevant independence requirements in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA – Dutch Code of Ethics).

We apply the 'Nadere voorschriften kwaliteitssystemen' (NVKS – Regulations for quality systems) and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and other relevant legal and regulatory requirements.

##### **Reporting criteria**

The sustainability information needs to be read and understood in conjunction with the reporting criteria. The Management Board of SBM Offshore N.V. is solely responsible for selecting and applying these reporting criteria, taking into account applicable law and regulations related to reporting.

The reporting criteria used for preparation of the sustainability information are the Sustainability Reporting Standards of the Global Reporting Initiative (GRI) and the internally applied reporting criteria, as disclosed in the sections 4.8 Scope of Non-Financial Information and 4.9 Reporting Boundaries of the Annual Report. The absence of an established practice on which to draw, to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.

##### **Limitations to the scope of our review**

The sustainability information includes prospective information such as expectations on ambitions, strategy, plans, estimates and risk assessments. Inherently, the actual results are likely to differ from these expectations. These differences may be material. We do not provide any assurance on the assumptions and the achievability of prospective information in the sustainability information.

The links to external sources or websites included in the sustainability information are not part of the sustainability information itself, reviewed by us. We do not provide assurance over the information outside of this annual report.

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## **Responsibilities for the sustainability information and the review**

### *Responsibilities of the Management Board and Supervisory Board*

The Management Board of SBM Offshore N.V. is responsible for the preparation of reliable and adequate sustainability information in accordance with the reporting criteria as included in the section 'reporting criteria', including the identification of stakeholders and the definition of material matters. The choices made by the Management Board regarding the scope of the sustainability information and the reporting policy are summarized in the sections 4.8 Scope of Non-Financial Information and 4.9 Reporting Boundaries of the Annual Report. The Management Board is responsible for determining that the applicable reporting criteria are acceptable in the circumstances.

The Management Board is also responsible for such internal control as the Management Board determines necessary to enable the preparation of the sustainability information that is free from material misstatement, whether due to fraud or errors.

The Supervisory Board is responsible for overseeing SBM Offshore N.V.'s reporting process on the sustainability information.

### *Our responsibilities for the review of the sustainability information*

Our responsibility is to plan and perform the review engagement in a manner that allows us to obtain sufficient and appropriate assurance evidence to provide a basis for our conclusion.

Procedures performed to obtain a limited level of assurance are aimed to determine the plausibility of information and vary in nature and timing from, and are less in extent, than for a reasonable assurance engagement. The level of assurance obtained in review engagements is therefore substantially less than the assurance obtained in audit engagements.

### *Procedures performed*

We have exercised professional judgement and have maintained professional scepticism throughout the review, in accordance with the Dutch Standard 3810N, ethical requirements and independence requirements.

Our procedures included amongst others:

- Performing an analysis of the external environment and obtaining insight into relevant social themes and issues, relevant laws and regulations and the characteristics of SBM Offshore N.V.
- Evaluating the appropriateness of the reporting criteria used, their consistent application and related disclosures in the sustainability information. This includes the evaluation of the results of the stakeholders' dialogue and the reasonableness of estimates made by the Management Board.
- Obtaining and understanding of the reporting processes for the sustainability information, including obtaining a general understanding of internal control relevant to our review.
- Identifying areas of the sustainability information with a higher risk of misleading or unbalanced information or material misstatement, whether due to fraud or errors. Designing and performing further assurance procedures aimed at determining the plausibility of the sustainability information responsive to this risk analysis. These procedures consisted amongst others of:
  - Interviewing management and relevant staff at corporate and business level responsible for the sustainability strategy, policy and results;
  - Interviewing relevant staff responsible for providing the information for, carrying out internal control procedures on, and consolidating the data in the sustainability information.
  - Determining the nature and extent of the review procedures for the group components and locations. For this, the nature, extent and/or risk profile of these components are decisive. Based thereon we selected the components and locations to visit. The visit to the head office in the Netherlands is aimed at, on a local level, validating source data and evaluating the design and implementation of internal controls and validation procedures;
  - Obtaining assurance evidence that the sustainability information reconciles with underlying records of the company;
  - Reviewing, on a limited test basis, relevant internal and external documentation;
  - Performing an analytical review of the data and trends in the information submitted for consolidation at corporate level.
- Reconciling the relevant financial information with the financial statements.
- Evaluating the consistency of the sustainability information with the information in the annual report, which is not included in the scope of our review.
- Evaluating the presentation, structure and content of the sustainability information;
- To consider whether the sustainability information as a whole, including the disclosures, reflects the purpose of the reporting criteria used.

We communicate with the Supervisory Board on the planned scope and timing of the engagement and on the significant findings that result from our engagement.

Amsterdam, 10 February 2021

PricewaterhouseCoopers Accountants N.V.

A.A. Meijer RA



# CHAPTER 5

## ADDITIONAL INFORMATION



## 5 ADDITIONAL INFORMATION

### 5.1 Glossary

Term	Definition
<b>A&amp;RC</b>	Appointment and Remuneration Committee
<b>AGM</b>	Annual General Meeting of Shareholders
<b>API</b>	American Petroleum Institute
<b>boepd</b>	Barrels of Oil Equivalent Per Day
<b>bopd</b>	Barrels of Oil Per Day
<b>CALM</b>	Catenary Anchor Leg Mooring
<b>CAPEX</b>	Capital Expenditure
<b>CDP</b>	Carbon Disclosure Project
<b>CGCO</b>	Chief Governance and Compliance Officer
<b>CGU</b>	Controladoria Geral da Uniao – Comptroller General's Office
<b>CMIH</b>	China Merchants Industry Holdings
<b>CMO</b>	Change Management Office
<b>D&amp;I</b>	Diversity & Inclusion
<b>DSCV</b>	Diving Support and Construction Vessel
<b>EBIT</b>	Earnings before Interest and Tax
<b>EBITDA</b>	Earnings before Interest, Taxes, Depreciation and Amortization
<b>EGM</b>	Extraordinary General Meeting of Shareholders
<b>EPC</b>	Engineering Procurement and Construction
<b>EPCI</b>	Engineering Procurement Construction and Installation
<b>EPS</b>	Earnings per Share
<b>ERM</b>	Enterprise Risk Management
<b>ERP</b>	Enterprise, Resource, Planning
<b>ESG</b>	Environmental, Social and Governance
<b>Euribor</b>	Euro Interbank Offered Rate
<b>FEED</b>	Front-End Engineering and Design
<b>FID</b>	Final Investment Decision
<b>FLNG</b>	Floating Liquefied Natural Gas
<b>FOW</b>	Floating Offshore Wind
<b>FPSO</b>	Floating Production Storage and Offloading
<b>FPU</b>	Floating Production Unit
<b>FSO</b>	Floating Storage and Offloading
<b>GCD</b>	Group Compliance Director
<b>GDPR</b>	General Data Protection Regulation
<b>GEMS</b>	Global Enterprise Management System
<b>GHG</b>	Greenhouse Gases
<b>GRCF</b>	Group Risk and Compliance Function
<b>GRI</b>	Global Reporting Initiative
<b>GTS</b>	Group Technical Standards

Term	Definition
<b>GWP</b>	Global Warming Potential
<b>HEMP</b>	Hazards and Effects Management Process
<b>HR</b>	Human Resources
<b>HSS</b>	Health, Safety & Security
<b>HSSE</b>	Health, Safety, Security & Environment
<b>IASB</b>	International Accounting Standards Board
<b>ICOFR</b>	Internal Control Over Financial Reporting
<b>IEA</b>	International Energy Agency
<b>IFRS</b>	International Financial Reporting Standards
<b>IOGP</b>	International Association of Oil and Gas Producers
<b>IP</b>	Intellectual Property
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>IPIECA</b>	International Petroleum Industry Environmental Conservation Association
<b>ISM</b>	International Safety Management
<b>ISO</b>	International Organization for Standardization
<b>ISPS</b>	International Ship and Port Facility Security
<b>ISRS</b>	International Sustainability Rating System™
<b>JV</b>	Joint Venture
<b>KPI</b>	Key Performance Indicator
<b>LBCR</b>	Lease Backlog Cover Ratio
<b>LIBOR</b>	London Interbank Offered Rate
<b>LNG</b>	Liquefied Natural Gas
<b>LOPC</b>	Loss of Primary Containment
<b>LPG</b>	Liquefied Petroleum Gas
<b>LTI</b>	Long-Term Incentive
<b>MNOPF</b>	Merchant Navy Officers Pension Fund
<b>MOPU</b>	Mobile Offshore Production Unit
<b>MPF</b>	Multi-Purpose Floater
<b>mtpa</b>	Million Tonnes per Annum
<b>NGO</b>	Non-Governmental Organization
<b>NOx</b>	Nitrous Oxides
<b>NPV</b>	Net Present Value
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>OHSAS</b>	Occupational Health and Safety Assessment Series
<b>OIFR</b>	Occupational Illness Frequency Rate
<b>OIPOC</b>	Operational Intelligence & Performance Optimization Center

Term	Definition
OPEX	Operating Expenditure
PFC	Production Field Center
PP&E	Property, Plant & Equipment
PPE	Personal Protective Equipment
ppm	Parts Per Million
PSE	Process Safety Events
PSF	Process Safety Fundamentals
PSM	Process Safety Management
R&D	Research and Development
RAC	Risk Assurance Committee
RCF	Revolving Credit Facility
ROACE	Return on average capital employed
ROAE	Return on average equity
RP	Remuneration Policy
RSU	Restricted Share Unit
SASB	Sustainability Accounting Standards Board
SDG	United Nations Sustainable Development Goals
SOx	Sulphur Oxides
SRD II	EU Shareholders' Rights Directive
SRS	Single Reporting System
STI	Short-Term Incentive
SWS	Shangahi Waigaoquiao Shipbuilding
TCFD	Task Force on Climate-Related Financial Disclosures
TLP	Tension-Leg Platform
TMS	Turret Mooring System
TRIFR	Total Recordable Injury Frequency Rate
TRL	Technology Readiness Level
TSR	Total Shareholder Return
UN	United Nations
UNGP	United Nations' Guiding Principles
VLCC	Very Large Crude Carriers
WEC	Wave Energy Converter



## 5 ADDITIONAL INFORMATION

### 5.2 ADDRESSES & CONTACT DETAILS

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#### COLOPHON

This report was published by SBM Offshore N.V. with contributions by:

#### Concept & design

SBM Offshore

#### Document & website realization

Tangelo Software, Zeist, the Netherlands



### GET MORE INFORMATION ONLINE

A PDF of the full Annual Report and further information about the Company and our business can be found online at our website:  
**[www.sbmoffshore.com](http://www.sbmoffshore.com)**

#### DISCLAIMER

Some of the statements contained in this report that are not historical facts are statements of future expectations and other forward-looking statements based on management's current views and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance, or events to differ materially from those in such statements. These statements may be identified by words such as 'expect', 'should', 'could', 'shall' and similar expressions. Such forward-looking statements are subject to various risks and uncertainties.

Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results and performance of the Company's business may vary materially and adversely from the forward looking statements described in this report. SBM Offshore N.V. does not intend and does not assume any obligation to update any industry information or forward-looking statements set forth in this report to reflect new information, subsequent events or otherwise.



