



**2023** ANNUAL REPORT



# 1 BUSINESS ENVIRONMENT

## 1.3 STRATEGY AND VALUE CREATION

### 1.3.1 VISION AND VALUES

#### OUR VISION

Safe, sustainable and affordable energy for generations to come will require renewable energy and cleaner forms of fossil energy. SBM Offshore is committed to this, by embedding climate-change-related actions without



**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.**

#### OUR VALUES

SBM Offshore's core values reflect its long history of industry leadership. They are the essence of SBM Offshore, defining who each SBMer is and how SBM Offshore works. The values create the company culture, which guides each employee to help achieve SBM Offshore's vision wherever SBM Offshore operates around the world.

##### Integrity

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

##### Care

SBMers respect and care for each other and for the community. Employees value teamwork and diversity. SBM Offshore listens to all its stakeholders. Health, safety, security and the environment are paramount in everything SBM Offshore does.

##### Entrepreneurship

SBMers have an entrepreneurial mindset in everything they do. They deliver innovative and fit-for-purpose solutions with passion. In doing so, SBM Offshore 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 SBM Offshore's objectives with energy and determination. Quality is of the essence. SBMers say what they do and do what they say.

interrupting the essential supply of energy needed to support societies. The contribution and participation of global energy companies and service providers such as SBM Offshore are essential to achieving a responsible energy transition. Many people, especially in less developed economies, depend on the experience and resources of those companies. This is where SBM Offshore's products can play a role. SBM Offshore is partnering with others for this purpose, sharing experience to make it happen.

### 1.3.2 MISSION AND STRATEGY

SBM Offshore underpins its mission and strategy framework by an understanding of mega trends and associated scenario-planning.

SBM Offshore's mission is to enable the energy transition by leveraging SBM Offshore's unique capabilities in floating solutions, thus contributing to the growth and creation of sustainable, long-term value for its stakeholders. SBM Offshore is committed to a responsible energy transition, reducing emissions of oil and gas while developing cleaner solutions from alternative energies.

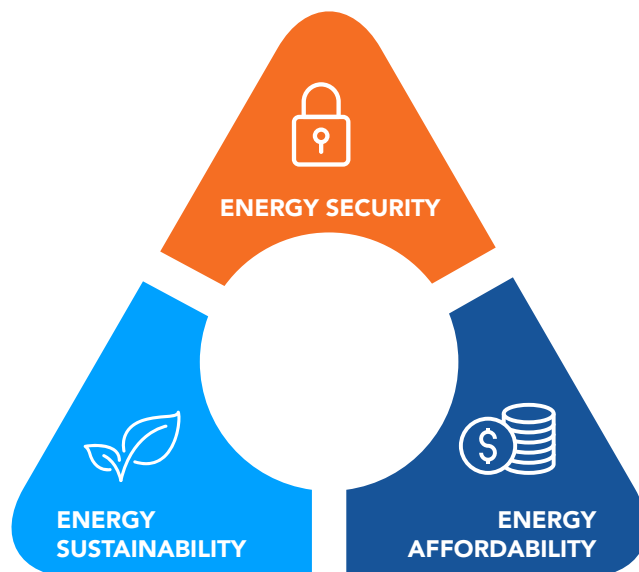
In order to do so, it has set targets and indicators in three main areas: grow free cashflow over the period, ensure a steady flow of new contracts within SBM Offshore's core business and position SBM Offshore in the alternative energy market.

In line with its vision and mission, SBM Offshore's strategy aims to enable the energy transition, addressing material impacts:

- Environmental – focusing on energy transition towards net zero.
- Social – creating a safe and inclusive environment where people inspire and empower each other.
- Governance – carrying out values-based actions to achieve high ethical standards.

SBM Offshore manages its performance through a balanced scorecard framework – aligned with long-term (>6 years), medium-term (2-6 years) and short-term (1 year) planning cycles. It is funded and resourced, as explained in this report, and is approved by the Management Board and the Supervisory Board.

## THE ENERGY TRILEMMA



### 1.3.3 VALUE CREATION

Supplying safe, sustainable and affordable energy from the oceans is the basis for long-term stakeholder value, which is supported by the 12 material topics, forming the basis for sustained value creation. Value is defined by the results achieved on the material topics, the associated benefits for SBM Offshore's stakeholders and the impact. The value is delivered through SBM Offshore's value platforms, defined below, and by assigning resources to activities along the project lifecycle (business model). The outputs from the business model create value for stakeholders and have SDG contributions. For detail on the value created and preserved, and the impacts potentially leading to value erosion, refer to sections 1.4.2, 1.4.3 and chapter 2.

#### VALUE PLATFORMS

At SBM Offshore, there is a belief that there is a value-premium for investing in the future. Business activities are organized to maximize financial and societal value, benefiting SBM Offshore's stakeholders.

SBM Offshore sustains value through value platforms. SBM Offshore has simplified its approach by consolidating two former platforms 'Transition the Core' and 'New Energies' into one, 'Transition', to facilitate a singular focus on the energy transition. This leaves two platforms, Ocean Infrastructure and Transition.

- The Ocean Infrastructure value platform covers SBM Offshore's existing operations and assets under construction. Supported by lifecycle learning and digital tools, the operating fleet has become increasingly

efficient, with a lower carbon footprint, and a leading uptime and safety track record. This platform is based around the contractual backlog, which provides cash-flow visibility up to 2050. It is evolving, with new generations of lower emission products set to be added.

- The Transition value platform is dedicated to further enablement of the energy transition and business transformation. SBM Offshore seeks to be a leading supplier and operator of floating energy solutions with a focus on competitiveness through Fast4Ward® and reducing the carbon footprint of future assets through emissionZERO®. This platform aims to deliver new and improved value propositions to market. As such, SBM Offshore is investing in alternative energy technology development, especially in floating offshore wind, energy storage, alternative energy sources (e.g. hydrogen, ammonia) and in facilitating the Carbon Capture and Storage value chain. Transition also covers activities that leverage SBM Offshore's operational data, digital solutions, and expertise to continue to deliver value to its customers.

SBM Offshore's business model is structured around the above value platforms to ensure safety, cost optimization, product transformation and growth.