



**2023** ANNUAL REPORT



The non-current assets by country are analyzed as follows:

### Geographical information (non-current assets by country)

	31 December 2023		31 December 2022	
	IFRS	DIR	IFRS	DIR
Brazil	5,276	6,115	5,331	5,351
Guyana	1,753	2,468	628	2,857
Angola	252	132	242	178
Switzerland	93	93	264	270
Monaco	77	77	25	25
Malaysia	64	13	79	9
Equatorial Guinea	41	70	57	93
The United States of America	19	19	27	27
France	12	12	12	12
Netherlands	6	6	13	13
Other	163	138	140	115
<b>Total</b>	<b>7,757</b>	<b>9,143</b>	<b>6,818</b>	<b>8,951</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\$3,979 million (US\$2,643 million and US\$1,335 million, respectively). In 2022, the revenue related to the two major customers was US\$2,825 million (US\$1,823 million and US\$1,002 million, respectively). In both 2023 and 2022, the revenue of these major customers were mainly related to the Lease and Operate segment.

Under IFRS, two customers each represent more than 10% of the consolidated revenue. Total revenue from these major customers amounts to US\$4,598 million (US\$2,213 million and US\$2,386 million respectively). In 2022, two customers accounted for more than 10% of the consolidated revenue (US\$4,635 million), US\$2,988 and US\$1,647 million respectively.

### 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 46% of the Company's 2023 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. more than 97%) 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. 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.

The Company's construction contracts can last for several 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, 2023. These unsatisfied performance obligations relate to:

- Ongoing construction contracts, including the construction of vessels under finance leases 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 net amount of performance-related payments for 2023 increased to US\$132 million (2022: US\$(3) million). This increase is mostly related to the shutdown of *FPSO Cidade de Anchieta* in the year-ago period.