



2023 ANNUAL REPORT



LOSS ALLOWANCE ON FINANCIAL ASSETS AND CONTRACT ASSETS

The movement of loss allowance during the year 2023 is summarized as follows:

| | Finance lease receivable | | Contract assets | | Trade receivables | | Other financial assets | |
|---|--------------------------|------------|-----------------|------------|-------------------|------------|------------------------|-------------|
| | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| Opening loss allowance as at 1 January | (0) | (0) | (1) | (1) | (2) | (3) | (95) | (108) |
| Increase in loss allowance recognized in profit or loss during the year | - | (0) | (1) | (1) | (3) | (1) | (28) | - |
| Receivables written off during the year as uncollectible | - | - | - | - | - | - | - | - |
| Unused amount reversed | 0 | 0 | 1 | 1 | 1 | 2 | 0 | 14 |
| At 31 December | (0) | (0) | (1) | (1) | (5) | (2) | (123) | (95) |

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, currency and commodity price 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, short-term facilities 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.

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and commodity prices, 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, Chinese Yuan and Brazilian real. Due to the increase of the activities in China, the Company has included its exposure in Chinese Yuan for the year ended on December 31, 2023. 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.

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For foreign currency risk, the principal 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 2023 | | | | 31 December 2022 | | | |
|-------------------------------------|------------------|--------------|----------------|----------------|------------------|--------------|----------------|----------------|
| | EUR | SGD | BRL | CNY | EUR | SGD | BRL | CNY |
| Fixed assets | 158 | - | 277 | 26 | 133 | - | 274 | 24 |
| Current assets | 76 | 7 | 1,118 | 32 | 99 | 3 | 606 | 18 |
| Long-term liabilities | (136) | (0) | (622) | (18) | (105) | - | (685) | (16) |
| Current liabilities | (198) | (26) | (1,505) | (160) | (183) | (9) | (1,251) | (101) |
| Gross balance sheet exposure | (100) | (19) | (731) | (120) | (55) | (6) | (1,055) | (75) |
| Estimated forecast sales | 4 | - | - | - | 27 | - | - | - |
| Estimated forecast purchases | (1,242) | (222) | (2,617) | (1,800) | (1,673) | (383) | (1,779) | (1,344) |
| Gross exposure | (1,338) | (241) | (3,348) | (1,920) | (1,701) | (388) | (2,834) | (1,419) |
| Forward exchange contracts | 1,362 | 240 | 3,129 | 1,930 | 1,831 | 390 | 2,799 | 1,439 |
| Net exposure | 24 | (1) | (219) | 10 | 130 | 1 | (35) | 20 |

The increase of the BRL exposure results from the requirements of the Brazilian operations for the next three years. The decrease of the EUR and SGD exposure is the result of progress on *FPSO Sepetiba*, *FPSO ONE GUYANA*, *FPSO Almirante Tamandaré* and *FPSO Alexandre de Gusmão*. CNY exposure has been added to the foreign exchange risk as a result of the Company's increased presence in China for FPSO construction and hull preparation.

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)

| | 2023 | 2022 | 2023 | 2022 |
|-------|--------------|--------|--------------|--------|
| | Average rate | | Closing rate | |
| EUR 1 | 1.0813 | 1.0530 | 1.1050 | 1.0666 |
| SGD 1 | 0.7445 | 0.7253 | 0.7573 | 0.7459 |
| BRL 1 | 0.2003 | 0.1939 | 0.2061 | 0.1892 |
| CNY 1 | 0.1412 | 0.1488 | 0.1407 | 0.1450 |

The sensitivity on equity and the income statement resulting from a change of 10% 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 below. This analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis as for 2022.

Foreign exchange risk (sensitivity)

| | Profit or loss | | Equity | |
|-------------------------|----------------|--------------|--------------|--------------|
| | 10% increase | 10% decrease | 10% increase | 10% decrease |
| 31 December 2023 | | | | |
| EUR | (0) | 0 | (139) | 139 |
| SGD | (0) | 0 | (17) | 17 |
| BRL | (0) | 0 | (50) | 50 |
| CNY | (0) | 0 | (26) | 26 |
| 31 December 2022 | | | | |
| EUR | (0) | 0 | (189) | 189 |
| SGD | (0) | 0 | (29) | 29 |
| BRL | (0) | 0 | (33) | 33 |
| CNY | (0) | 0 | (20) | 20 |

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 principal 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. On March 5, 2021, LIBOR's administrator (IBA) set out clear end-dates for new use of USD LIBOR and its cessation as a representative rate:

- December 31, 2021: cessation of USD LIBOR 1W and 2M tenors; deadline for most of new contract to use USD LIBOR as sole reference;
- June 30, 2023: cessation of remaining USD LIBOR tenors.

To transition existing contracts and agreements that reference USD LIBOR to Secured Overnight Financing Rate ('SOFR'), as the 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.

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.