



**OFFSHORE**

ENERGY. COMMITTED.

# ANNUAL REPORT 2021

### 4.1.3 FINANCIAL REVIEW DIRECTIONAL

	Directional	
in US\$ million	FY 2021	FY 2020
<b>Revenue</b>	<b>2,242</b>	<b>2,368</b>
Lease and Operate	1,509	1,699
Turnkey	733	669
<b>Underlying Revenue</b>	<b>2,317</b>	<b>2,291</b>
Lease and Operate	1,584	1,622
Turnkey	733	669
<b>EBITDA</b>	<b>849</b>	<b>1,021</b>
Lease and Operate	914	1,108
Turnkey	19	(9)
Other	(84)	(78)
<b>Underlying EBITDA</b>	<b>931</b>	<b>944</b>
Lease and Operate	989	1,031
Turnkey	19	(9)
Other	(76)	(78)
<b>Profit/(loss) attributable to shareholders</b>	<b>121</b>	<b>38</b>
<b>Underlying profit attributable to shareholders</b>	<b>126</b>	<b>125</b>

  

	Directional	
in US\$ billion	FY 2021	FY 2020
Backlog	29.5	21.6

#### UNDERLYING PERFORMANCE – DIRECTIONAL

Underlying Directional Revenue and EBITDA are adjusted for the non-recurring events during a financial period to enable comparison of normal business activities for the current period in relation to the comparative period.

During 2021 the Directional EBITDA and profit attributable to shareholders were impacted by US\$(8) million relating to the penalty order against the Company issued by Swiss public prosecutor in November 2021.

In addition, the 2021 Underlying Directional Revenue and EBITDA includes US\$75 million related to final cash received over the period under the final settlement signed with the client following the redelivery of the Deep Panuke MOPU in July 2020. This amount was excluded from the Underlying 2020 Revenue and EBITDA. Considering the associated depreciation of the vessel, this transaction only negligibly impacted the Underlying Directional gross margin and profit attributable to shareholders.

For reference, the difference between Directional profit attributable to shareholders and Underlying Directional profit attributable to shareholders was due to the following non-recurring items in 2020:

- A full impairment of US\$(57) million of the SBM Installer installation vessel;
- Other impairments of US\$(29) million (individually not significant) relating to: (i) partial impairment of two units and (ii) increased impairment loss on financial assets.

#### 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 2021 reflects the following key assumptions:

- The *Liza Destiny* (FPSO) contract covers 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. The impact of the sale of *Liza Unity* (FPSO) is reflected in the Turnkey backlog at the end of the maximum two year period.