



ANNUAL REPORT 2021

4 FINANCIAL INFORMATION 2021

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

Geographical information (non-current assets by country)

| | 31 December 2021 | | 31 December 2020 | |
|------------------------------|------------------|--------------|------------------|--------------|
| | IFRS | DIR | IFRS | DIR |
| Brazil | 5,364 | 4,526 | 5,709 | 3,933 |
| Guyana | 716 | 2,427 | 791 | 1,817 |
| Angola | 303 | 211 | 257 | 269 |
| Equatorial Guinea | 75 | 115 | 87 | 138 |
| Switzerland | 40 | 79 | 66 | 79 |
| Monaco | 40 | 40 | 57 | 57 |
| Malaysia | 92 | 11 | 57 | 43 |
| The United States of America | 36 | 36 | 50 | 51 |
| Netherlands | 15 | 15 | 28 | 28 |
| Other | 113 | 89 | 141 | 114 |
| Total | 6,795 | 7,550 | 7,243 | 6,528 |

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\$1,476 million (US\$842 million and US\$634 million, respectively). In 2020, the revenue related to the two major customers was US\$1,469 million (US\$1,023 million and US\$446 million, respectively). In 2021 and 2020, the revenue of these major customers was 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\$3,406 million (US\$1,998 million, US\$1,408 million respectively). In 2020, three customers accounted for more than 10% of the consolidated revenue (US\$2,879 million), respectively for US\$1,661 million, US\$867 million and US\$352 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 51% of the Company's 2021 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 95%) 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 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, 2021. 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 amount of performance-related payments for 2021 was US\$101 million (2020: US\$68 million).