



2024 ANNUAL REPORT



TRUE.
BLUE.
TRANSITION.

2023 (in thousands of US\$)	Performance shares and RSU/Value Creation Stake	Matching shares	Total
Instruments granted	14,424	5,087	19,511
Total expenses 2023	14,424	5,087	19,511

Rules of conduct with regards to inside information are in place to ensure compliance with the Act on Financial Supervision. For example, these rules forbid the exercise of options or other financial instruments during certain periods, more specifically when an employee is in possession of price-sensitive information.

The movement in the outstanding number of shares which could potentially vest at a point in time under the Company share-based payment plans is illustrated in the following table.

in number of shares	2024	2023
Outstanding at 1 January	3,336,236	3,064,079
Granted	1,687,801	1,686,474
Vested	(1,258,810)	(1,064,211)
Cancelled or forfeited	(257,778)	(350,106)
Total movements	171,213	272,157
Outstanding at 31 December	3,507,449	3,336,236

REMUNERATION OF THE SUPERVISORY BOARD

The remuneration of the Supervisory Board amounted to EUR580 thousand (2023: EUR599 thousand) and can be specified as follows:

in thousands of EUR	2024			2023		
	Basic remuneration	Committees	Total	Basic remuneration	Committees	Total
Total	500	80	580	521	78	599

There are no share-based incentives granted to the members of the Supervisory Board. Nor are there any loans outstanding to the members of the Supervisory Board or guarantees given on behalf of members of the Supervisory Board.

NUMBER OF EMPLOYEES

Number of employees (by operating segment)

By operating segment:	2024		2023	
	Average	Year-end	Average	Year-end
Lease and Operate	3,061	3,455	2,420	2,667
Turnkey	2,112	2,188	2,129	2,036
Other	710	718	639	701
Total excluding employees working for JVs and associates	5,883	6,361	5,187	5,404
Employees working for JVs and associates	294	56	531	531
Total	6,176	6,417	5,717	5,935

Number of employees (by geographical area)

By geographical area:	2024		2023	
	Average	Year-end	Average	Year-end
the Netherlands	513	530	507	496
Worldwide	5,370	5,831	4,680	4,908
Total excluding employees working for JVs and associates	5,883	6,361	5,187	5,404
Employees working for JVs and associates	294	56	531	531
Total	6,176	6,417	5,717	5,935

4 FINANCIAL INFORMATION 2024

The figures exclude fleet personnel hired through crewing agencies as well as other agency and freelance staff for whom expenses are included within 'Other employee benefits'. The increase of Lease and Operate average headcount is primarily due to the ramp-up in December 2024 on *FPSO Almirante Tamandaré* and *FPSO Alexandre de Gusmão*. The change in consolidation method of FPSOs *N'Goma*, *Saxi Batuque* and *Mondo* also contributed to this increase as local employees were transferred from the 'Employees working for JVs and associates' line to the 'Lease and Operate' line.

4.3.7 RESEARCH AND DEVELOPMENT EXPENSES

Research and development expenses amounted to US\$40 million (2023: US\$37 million) and mainly relate to the internal projects for energy transition development costs, mostly related to emissionZERO® and Digital transformation.

The amortization of development costs recognized in the statement of financial position is allocated to cost of sales when the developed technology is used through one or several projects. Otherwise, it is allocated to research and development expenses.

4.3.8 NET IMPAIRMENT GAINS/(LOSSES) ON FINANCIAL AND CONTRACT ASSETS

In the context of the current economic and geopolitical environment, during 2024, the Company anticipated a range of possible impacts that could arise from the general economic downturn, the pressure on price inflation, the energy market pressure, increasing interest rates and other governmental actions as a consequence of the geopolitical environment. In response to these effects, the Company (i) reassessed whether there is a significant increase in credit risk related to its financial assets as of December 31, 2024, and (ii) updated estimates in terms of 'probability of default' and 'loss given default' in order to determine the expected credit losses.

Finance Lease Receivables

There was no payment default on any finance lease contract over the period. In addition, despite the current economic and geopolitical environment, the Company concluded that the counterparties of the finance lease receivables still have a strong capacity to meet their contractual cash-flow obligations, based on existing contractual arrangements, which include parent company guarantees. Based on the available forward-looking information related to the oil price, it is also assumed that none of the assets leased under the Company's finance lease contracts would become uneconomical to operate for clients.

Therefore, the Company concludes that (i) the credit risk has not increased significantly since the initial recognition of the finance lease receivable, and (ii) the finance lease receivables still have a low credit-risk as of December 31, 2024. As a result, the Company recognizes a 12-month expected credit loss.

Contract assets and Trade Receivables

As for the finance leases, there was no payment default (including overdue of more than 90 days) on any significant trade receivables over the period. The Company performed, as usual, a detailed analysis of the credit risks associated with significant trade receivables balances as at the reporting date. This did not result in any specific significant increase in credit risks related to its outstanding contract assets and trade receivables.

Other Financial Assets

Overall, the reassessment of the expected credit losses of other financial assets resulted in a limited impact.

During the year, the following gains/(losses) related to credit risks were recognized:

	2024	2023
Impairment losses		
- Movement in loss allowance for trade receivables	0	(1)
- Movement in loss allowance for contract assets	0	0
- Movement in loss allowance for finance lease receivables	0	0
(Impairment)/impairment reversal losses on financial lease receivables	3	-
- Movement in loss allowance for other assets	(2)	(0)
(Impairment)/impairment reversal losses on other financial assets	(7)	(20)
Net impairment gains/(losses) on financial and contract assets	(6)	(21)