



OFFSHORE

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ANNUAL REPORT 2020

4 CORPORATE STATEMENTS 2020

4.1 FINANCIAL REVIEW

4.1.1 FINANCIAL OVERVIEW

in US\$ million	Directional		IFRS	
	FY 2020	FY 2019	FY 2020	FY 2019
Revenue	2,368	2,171	3,496	3,391
Lease and Operate	1,699	1,315	1,761	1,327
Turnkey	669	856	1,735	2,064
Underlying Revenue	2,291	2,171	3,419	3,391
Lease and Operate	1,622	1,315	1,684	1,327
Turnkey	669	856	1,735	2,064
EBITDA¹	1,021	921	1,043	1,010
Lease and Operate	1,108	842	1,007	783
Turnkey	(9)	53	114	290
Other	(78)	26	(78)	(63)
Underlying EBITDA	944	832	966	1,010
Lease and Operate	1,031	842	930	783
Turnkey	(9)	53	114	290
Other	(78)	(63)	(78)	(63)
Profit/(loss) attributable to shareholders	38	235	191	366
Underlying profit attributable to shareholders	125	171	277	391

¹ EBITDA, earnings (profit attributable to shareholders) excluding net financing costs, income tax expense, depreciation, amortization and impairment as well as share of profit/(loss) of equity-accounted investees

General

The Company's primary business segments are 'Lease and Operate' and 'Turnkey'. Additionally, the Company discloses separately non-allocated corporate income and expense items presented in category 'Other'. Revenue and EBITDA are analyzed by segment, but it should be recognized that business activities are closely related.

During recent years the Company's awarded lease contracts were systematically classified under IFRS as finance leases for accounting purposes, whereby the fair value of the leased asset is recorded as a Turnkey 'sale' during construction. For the Turnkey segment, this accounting treatment results in the acceleration of recognition of lease revenues and profits into the construction phase of the asset, whereas the asset generates the cash mainly only after construction and commissioning activities have been completed, as that is the moment the Company is entitled to start receiving the lease payments. In the case of an operating lease, lease revenues and profits are recognized during the lease period, in effect more closely tracking cash receipts. Following the implementation of accounting standards IFRS 10 and 11 starting January 1, 2014, it has also become challenging to extract the Company's proportionate share of results. To address these accounting issues, the Company discloses Directional reporting in addition to its IFRS reporting. Directional reporting treats all lease contracts as operating leases and consolidates all co-owned investees related to lease contracts on a proportional basis. Under Directional, the accounting results more closely track cash flow generation and this is the basis used by the Management Board of the Company to monitor performance and for business planning. Reference is made to 4.3.2 Operating Segments and Directional Reporting for further detail on the main principles of Directional reporting.

As the Management Board, as chief operating decision maker, monitors the operating results of its operating segments primarily based on Directional reporting, the financial information in this section 4.1 Financial Review is presented both under Directional and IFRS while the financial information presented in note 4.3.2 Operating Segments and Directional Reporting is presented under Directional with a reconciliation to IFRS. For clarity, the remainder of the financial statements are presented solely under IFRS, except where expressly stated.

4.1.2 FINANCIAL HIGHLIGHTS

The main financial highlights of the year and their associated financial impact are reported in note 4.3.1 Financial Highlights.