2024 ANNUAL REPORT

SBM OFFSHORE

TRUE.
BLUE.
TRANSITION.

1.5 BUSINESS PERFORMANCE

ECONOMIC IMPACT

The main financial highlights of the year and their associated financial impact are reported in section 4.1.4 Financial Review Directional.

OPERATIONAL EXCELLENCE AND QUALITY

SBM Offshore recognizes that in order to be a high-performance company, it must strive for excellence. Operational Excellence and Quality includes themes such as 'Operational Governance' section 2.7 and 'Target Excellence' focusing on 'No Harm, No Defects, No Leaks'. This creates an environment to share experiences by leveraging collective knowledge, improving organizational learning and fostering collaboration.

SBM Offshore remains committed to full compliance with all applicable laws and regulations, delivering products and services meeting regulatory requirements and applicable specifications and requirements imposed by relevant stakeholders by:

- Promoting a quality and compliance culture.
- Maintaining SBM Offshore's certification to the ISO 9001:2015 Standard.
- Providing systematic identification of applicable regulatory requirements and ensuring their implementation.
- Achievement and maintenance of conformity, compliance and acceptance of SBM Offshore's products and services.
- Supporting continuous improvement of business processes and ways of working.

A key aim of the Operational Excellence function is to create a culture of continuous improvement. The function works in close collaboration with the Turnkey, Operations and Global Resources and Services organizations – for instance on the analysis of past performance and definition of lessons learned. These feed improvement of business processes and tools within the organization.

Through the above, SBM Offshore mitigates risks related to project execution, process safety, human capital, changes in laws and regulations and operational risks such as loss of integrity of aging assets, loss of certificate of class and disruption to the supply chain.

During 2024, all SBM Offshore's offshore facilities were accepted by all relevant authorities and regulators, with all related permits, licenses, authorizations, notifications and certificates duly granted and maintained – with the exception of the temporary suspension of two facilities by local regulators which were subsequently lifted. Offshore facilities have also remained in Class at all times, as required from both statutory and insurance perspectives. SBM Offshore incurred no operational fine that exceeded the threshold for the category of fines considered 'significant' (see section 3.9).

Furthermore, SBM Offshore actively promoted 'Target Excellence' through – amongst others – work front engagements, stand downs at yards, vessels and offices. SBM Offshore is proud of:

- Maintenance of SBM Offshore's ISO 9001:2015 certification.
- Effective use of independent third parties for inspection, verification and assurance services related to execution and operations activities.
- Implementation of the 'Quality Journey' program.
- Organization of a global 'World Quality Week'.
- The extension of the learning from experience process to quality incidents.
- The further improvement of the Learning from Performance process within Projects, and Fleet Operations.
- Implementation of applicable lessons learned in the tendering and the set-up for future FPSO projects.
- Further digitalization of project and function performance dashboards.

1.5.1 OCEAN INFRASTRUCTURE

1.5.1.1 PROJECTS

SBM Offshore continues to focus on the development of its portfolio of ocean infrastructure solutions to deliver high performance and 'best in industry' products and services aligned with customer needs, building on SBM Offshore's technology expertise and track record. The success of projects is determined by performance against a budgeted schedule, cost and quality within the HSSE and Target Excellence objectives. KPIs are set accordingly and managed through SBM Offshore's Project Directorate and Project Dashboards.

The management approach remains based on (i) early engagement with customers; (ii) standardization in product design and execution to improve competitiveness, quality and time-to-market and to reduce emissions; and (iii) an increasing focus on the energy transition, using SBM Offshore's core competencies to develop affordable, low-carbon solutions in the FPSO market, as well as in the alternative energy and other blue economy markets.

2024 PERFORMANCE

Our project portfolio progressed as per plan. All the project teams maintained their focus on project delivery and safe operations, while working together, across time zones, with customers, yards and suppliers, to deliver the project portfolio on time and on budget, whilst ensuring the health

and safety of everyone involved and the environment. SBM Offshore is grateful to all the project stakeholders for making this happen.

FPSO and FSO

- *FPSO Almirante Tamandaré* – The FPSO was completed, commissioned successfully and then sailed-away from China in August 2024, with the FPSO installation and first oil from the field achieved on February 15, 2025.
- *FPSO Alexandre de Gusmão* – The FPSO was completed, commissioned successfully and sailed away from China in December 2024. The voyage and installation are planned for early 2025 with first oil expected in the second quarter of 2025.
- FPSO *ONE GUYANA* – The FPSO is under completion and commissioning. First oil is expected in the third quarter of 2025.
- *FPSO Jaguar* – Detailed engineering and supply chain activities are progressing as per plan. The FPSO sail-away is planned for early 2027, with first oil expected by the end of that year.
- *GranMorgu FPSO* – The detailed engineering and supply chain activities are progressing as per plan. The MPF C will be delivered in the first quarter of 2025 for dry dock and outfitting of riser balconies and mooring porches.
- FSO Trion – Execution activities have started for the FSO hull and the disconnectable Turret Mooring System. Detailed engineering and procurement activities are progressing as per plan.

Fast4Ward® MPF hull

- In 2024, one Fast4Ward® MPF hull was delivered: MPF 5 in SWS for *FPSO Jaguar*.
- Two MPF hulls are under fabrication: MPF C for *GranMorgu FPSO* project and MPF D in CMHI for a future potential FPSO project.

Turret Mooring

Engineering and procurement activities have started, concentrated in Europe and China, for the above mentioned FSO Trion disconnectable Turret Mooring System (TMS), which will operate in Mexico.

Additionally, SBM Offshore has been supporting the commissioning of the TMS developed and delivered for the Johan Castberg FPSO, in preparation for its sail-away. After the FPSO reached its final destination in the Barents Sea, SBM Offshore supported the installation campaign, mooring hook-up and risers pull-in.

Further to the awards of the FSO Trion bare-boat charter, which will operate in Mexico, SBM Offshore has started the execution activities of the hull and the disconnectable TMS, where most of the activities are concentrated in Europe and China. Detailed engineering and procurement activities are currently progressing as per plan.

Terminals

Imodco has been working on projects in Qatar and Nigeria (a total of five CALM terminals) where Fast4Ward® principles are being used to deliver a better time frame for the end client. As a first mover on the concept of ammonia terminals, Imodco tested the technology this year with classification society and validated it at TRL4, ready to be offered to the market.

Imodco has also provided worldwide support for SBM Offshore's own fleet and clients' units, ranging from studies to executing life-extension scopes, performing critical interventions offshore and supplying full EPC services for capital spares. Further, Imodco is developing and implementing new sealing technologies and repair methodologies as well as early engineering for field electrification services.

Installation

In 2024, SBM Offshore successfully concluded the pre-installation of the mooring system for FPSO *ONE GUYANA* in Guyana, using its dedicated installation vessel the Normand Installer, and also supported the offshore installation of the mooring lines and hook-up for *FPSO Almirante Tamandaré* in Brazil.

In addition to supporting SBM Offshore's own FPSO installation, SBM Offshore Installation services also supported the replacement of the top chains of Bonga FPSO mooring lines in Nigeria, and various other offshore operations for its fleet, such as riser pull-in on *FPSO Sepetiba* and the Gas-to-Energy project in Guyana.

SBM Offshore also secured the full transport and installation contract for deepwater mooring installation for the Raia Project in Brazil.

Floating Offshore Wind

The three floating offshore wind turbines that were installed by SBM Offshore at the end 2023 for the Provence Grand Large project, jointly owned by EDF Renewables and Maple Power, were fully commissioned and started production in 2024. This is the first floating offshore wind project installed in France and the first project worldwide using tension leg mooring technology. While this pilot project represents approximately 10% of the globally installed floating wind capacity in 2024, approximately 60GW is forecast to be installed by 2040. All activities related to this nascent floating offshore wind market will be carried out in the future exclusively by Ekwil, a 50/50 joint venture created by SBM Offshore and Technip Energies in July 2024.

The joint venture brings together the industry-leading expertise and experience of two energy transition leaders to create Ekwil, a player solely in floating offshore wind. Its approach includes the development of two primary technology families: the Float4Wind® Tension Leg Platforms and the INO15 semi-submersible platforms.

Ekwil aims to set a new standard for reliable, cost-effective renewable energy solutions, making floating offshore wind energy a key resource in the quest for net zero emissions by 2040.

FUTURE

SBM Offshore remain committed to its core operations while advancing towards a net zero future and a just transition. SBM Offshore will continue to advance the decarbonization of its core ocean infrastructure solutions and increase their standardization through its emissionZERO® and Fast4Ward® programs. At the same time, SBM Offshore applies its unique capabilities in ocean infrastructure to help enable the energy transition and deliver innovative solutions as a responsible partner within the blue economy for a sustainable future.

1.5.1.2 OPERATIONS

The SBM Offshore fleet encompasses 15 FPSOs and 1 semi-submersible unit, geographically distributed across the globe. To support the energy transition, the fleet aims to provide traditional hydrocarbon energy with the lowest possible carbon emissions during the production phase. The fleet adheres to, and applies, the management approach of the wider SBM Offshore organization. Key to this are policies, commitments and mechanisms described in sections 3.5.2 and 1.5. There is a sharp focus on continuous improvement. This is achieved by identifying learning opportunities and embedding the resultant lessons into SBM Offshore's corporate memory; the Group Enterprise Management System (GEMS) and Group Technical Standards (GTS).

An experienced workforce comprising more than 3,900 personnel ensures the safe, reliable and efficient operation of SBM Offshore's offshore assets, generating predictable and sustainable revenue and operating cash-flows for the business.

The SBM Offshore fleet had the following historic performance:

- Over 7.6 billion barrels of production cumulatively to date.
- 11,510 oil offloads cumulatively to date.
- 403.8 cumulative contract years of operational experience[1].

SBM Offshore employs a proactive, risk-based approach to asset management, leveraging digital reliability and integrity solutions to automate surveillance, enabling a more optimized deployment of resources and increased efficiency and availability of safety, production and marine systems. To ensure that SBM Offshore's activities have a positive and sustainable impact on the local communities in which SBM Offshore is present, the fleet has several programs, aligned with the ESG Material Topics, focused on well-being and personnel development, emissions reduction and protecting the environment.

2024 PERFORMANCE

HSSE and Process Safety Performance

Despite a high volume of activity in 2024, similar to 2023, due to numerous integrity campaigns across the fleet, the incident rates have decreased this year. The majority of incidents were relatively minor in nature and the number of events with potential for significant injury has reduced, as a result of an ongoing focus on leading activities targeting areas of most risk.

Initiatives and developments to enhance operational safety, process safety, quality and efficiency were progressed throughout the year:

- Ongoing deployment of the health and well-being program.
- Maintained focus on process safety management, barrier management and enhanced marine safety, including piloting a live bow-tie barrier model.
- Deployment of an enhanced Operational Assurance Program.
- Deployment of a revised online Competence Assurance System.

Development of Operations

Brazil

- *FPSO Almirante Tamandaré* achieved first oil on February 15, 2025.
- *FPSO Sepetiba* reached its full nameplate production in Q3 2024, with 180,000 barrels of oil per day.
- The decommissioning of *FPSO Capixaba* continued, the unit safely arrived in Frederikshaven, Denmark on May 5, 2024, with handover to the M.A.R.S. ship recycling facility accomplished upon arrival.

Guyana

- *Prosperity* is in its first full year of operations, with production at full nameplate capacity achieved in Q1 2024, and debottlenecking allowed for optimized production levels in Q2 2024, less than nine months after start-up.

[1] The cumulative contract years of operational experience is calculated based on the number of days in operations from first oil for each unit until the last day that SBM Offshore has operated and continue to operate, divided by 365.