



2024 ANNUAL REPORT



TRUE.
BLUE.
TRANSITION.

Regarding loans to joint ventures and associates, the maximum exposure to credit risk is the carrying amount of these instruments. As the counterparties of these instruments are joint ventures, the Company has visibility over the expected cash flows and can monitor and manage credit risk that mainly arises from the joint venture's final client.

Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and abnormal conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

In 2024, the Company again conducted various liquidity scenarios, financial stress tests and sensitivity analyses. The conclusion remained that the Company's lease portfolio and the existing financing facilities and overall financing capacity are sufficient to ensure that the Company will continue as a going concern in the foreseeable future and it can sustain future growth plans. Furthermore, under its Lease and Operate contractual arrangements with clients, the Company has considerable time under charters in which to deal with disruptions from events outside the Company's control, thus providing it with considerable financial protection.

Liquidity is monitored using rolling forecasts of the Company's liquidity reserves, based on expected cash flows. Flexibility is secured by maintaining availability under committed credit lines.

The table below analyses the Company's non-derivative financial liabilities, derivative financial liabilities and derivative financial assets in relevant maturity groupings, based on the remaining period at the statement of financial position date until the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. The future interest cash flows for borrowings and derivative financial instruments are based on the SOFR 3-month rates as at the reporting date.

Liquidity risk 2024

<i>Note</i>	Less than 1 year	Between 1 and 5 years	Over 5 years	Total
31 December 2024				
Borrowings	1,112	8,096	5,048	14,256
Lease liabilities	10	30	31	71
Derivative financial liabilities	215	74	-	289
Derivative financial assets	(186)	(313)	(321)	(820)
Trade and other payables	<i>4.3.25</i>	1,088	-	1,088
Total	2,239	7,886	4,759	14,884

Liquidity risk 2023

<i>Note</i>	Less than 1 year	Between 1 and 5 years	Over 5 years	Total
31 December 2023				
Borrowings	436	7,327	6,176	13,939
Lease liabilities	11	44	61	116
Derivative financial liabilities	80	10	-	90
Derivative financial assets	(302)	(539)	(468)	(1,310)
Trade and other payables	<i>4.3.25</i>	1,170	-	1,170
Total	1,395	6,841	5,769	14,005

Capital risk management

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders, benefits for other stakeholders and to maintain a capital structure which optimizes the Company's cost of capital while ensuring diversification of sources of external funds.

The Company mainly uses its corporate revolving credit facility (RCF, US\$1 billion), supply-chain financing (SCF, US\$260 million) and the revolving credit facility for MPF hulls (US\$210 million) to bridge financing requirements on projects under