



EXPERIENCE **MATTERS**

2016

ANNUAL REPORT

NUMBER OF EMPLOYEES

Number of employees (by operating segment)

By operating segment:	2016		2015	
	Average	Year-end	Average	Year-end
Lease and operate	1,529	1,498	1,624	1,560
Turnkey	1,809	1,548	2,262	2,069
Other	285	283	361	286
Total excluding employees working for JVs and associates	3,622	3,329	4,247	3,915
Employees working for JVs and associates	1,615	845	3,053	2,385
Total	5,237	4,174	7,300	6,300

Number of employees (by geographical area)

By geographical area:	2016		2015	
	Average	Year-end	Average	Year-end
The Netherlands	349	324	390	373
Worldwide	3,274	3,005	3,857	3,542
Total excluding employees working for JVs and associates	3,622	3,329	4,247	3,915
Employees working for JVs and associates	1,615	845	3,053	2,385
Total	5,237	4,174	7,300	6,300

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.

5.3.7 NET FINANCING COSTS

	2016	2015
Interest income on loans & receivables	14	23
Interest income on investments	11	1
Interest income on Held-to-Maturity investments	0	1
Net foreign exchange gain	-	-
Other financial income	1	0
Financial income	26	25
Interest expenses on financial liabilities at amortised cost	(181)	(132)
Interest expenses on hedging derivatives	(95)	(61)
Interest addition to provisions	(17)	(2)
Net loss on financial instruments at fair value through profit and loss	(2)	-
Net cash flow hedges ineffectiveness	(2)	(5)
Net foreign exchange loss	(6)	-
Other financial expenses	0	-
Financial expenses	(301)	(200)
Net financing costs	(275)	(175)

The increase in interest expenses is primarily due to the interest costs related to the FPSOs *Cidade de Marica*, *Cidade de Saquarema* and *Turitella* project loans as the units commenced production in 2016.

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The increase in the interest addition to provisions was primarily due to the time-passing effect of the provision for potential contemplated settlement with Brazilian authorities and Petrobras recognized in 2015.

The increase of the net foreign exchange loss is mainly due to the depreciation of the Nigerian Naira.

The interest expenses are disclosed net of US\$ 37 million capitalized interest (2015: US\$ 48 million) related to FPSO projects under construction.

5.3.8 RESEARCH AND DEVELOPMENT EXPENSES

Research and development expenses consist of US\$ 29 million (2015: US\$ 43 million) and mainly relate to Fast Forward and investments in new laboratory facilities.

The amortization of development costs recognized in the statement of financial position is allocated to the 'cost of sales'.

5.3.9 INCOME TAX

The relationship between the Company's income tax expense and profit before income tax (referred to as 'Effective tax rate') can vary significantly from period to period considering, among other factors, (a) changes in the blend of income that is taxed based on gross revenues versus profit before taxes and (b) the different statutory tax rates in the location of the Company's operations (c) the possibility to recognize deferred tax assets on tax losses to the extent that suitable future taxable profits will be available. Consequently, income tax expense does not change proportionally with income before income taxes. Significant decreases in profit before income tax typically lead to a higher effective tax rate, while significant increases in profit before income taxes can lead to a lower effective tax rate, subject to the other factors impacting income tax expense noted above. Additionally, where a deferred tax asset is not recognized on a loss carry forward, the Effective Tax Rate is impacted by the unrecognized tax loss.

The components of the Company's (provision) benefit for income taxes were as follows:

Income tax recognised in the consolidated Income Statement

	<i>Note</i>	2016	2015
Corporation tax on profits for the year		(12)	(31)
Adjustments in respect of prior years		6	(1)
Total current income tax		(5)	(32)
Deferred tax	<i>5.3.16</i>	(22)	6
Total		(28)	(26)

The Company's operational activities are subject to taxation at rates which range up to 35% (2015: 35%).

For the year ended December 31, 2016, the respective tax rates, the change in the blend of income tax based on gross revenues versus income tax based on net profit, the unrecognized deferred tax asset on certain tax losses, tax-exempt profits and non-deductible costs and releases resulted in an effective tax on continuing operations of 9.6% (2015 : 41.4%).