Renewables Investor Event

29 September 2020

Forward looking statements

This announcement may contain 'forward-looking statements' (within the meaning of the safe harbour provisions of the U.S. Private Securities Litigation Reform Act of 1995). These statements relate to our current expectations, beliefs, intentions, assumptions or strategies regarding the future and are subject to known and unknown risks that could cause actual results, performance or events to differ materially from those expressed or implied in these statements. Forward-looking statements may be identified by the use of words such as 'anticipate', 'believe', 'estimate', 'expect', 'future', 'goal', 'intend', 'likely' 'may', 'plan', 'project', 'seek', 'should', 'strategy' 'will', and similar expressions. The principal risks which could affect future operations of the Group are described in the 'Risk Management' section of the Group's Annual Report and Consolidated Financial Statements for the year ended 31 December 2019. Factors that may cause actual and future results and trends to differ materially from our forward-looking statements include (but are not limited to): (i) our ability to deliver fixed price projects in accordance with client expectations and within the parameters of our bids, and to avoid cost overruns; (ii) our ability to collect receivables, negotiate variation orders and collect the related revenue; (iii) our ability to recover costs on significant projects; (iv) capital expenditure by oil and gas companies, which is affected by fluctuations in the price of, and demand for, crude oil and natural gas; (v) unanticipated delays or cancellation of projects included in our backlog; (vi) competition and price fluctuations in the markets and businesses in which we operate; (vii) the loss of, or deterioration in our relationship with, any significant clients; (viii) the outcome of legal proceedings or governmental inquiries; (ix) uncertainties inherent in operating internationally, including economic, political and social instability, boycotts or embargoes, labour unrest, changes in foreign governmental regulations, corruption and currency fluctuations; (x) the effects of a pandemic or epidemic or a natural disaster; (xi) liability to third parties for the failure of our joint venture partners to fulfil their obligations; (xii) changes in, or our failure to comply with, applicable laws and regulations (including regulatory measures addressing climate change); (xiii) operating hazards, including spills, environmental damage, personal or property damage and business interruptions caused by adverse weather; (xiv) equipment or mechanical failures, which could increase costs, impair revenue and result in penalties for failure to meet project completion requirements; (xv) the timely delivery of vessels on order and the timely completion of ship conversion programmes; (xvi) our ability to keep pace with technological changes and the impact of potential information technology, cyber security or data security breaches; and (xvii) the effectiveness of our disclosure controls and procedures and internal control over financial reporting;. Many of these factors are beyond our ability to control or predict. Given these uncertainties, you should not place undue reliance on the forward-looking statements. Each forward-looking statement speaks only as of the date of this announcement. We undertake no obligation to update publicly or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Agenda

1. Introduction
2. Offshore wind industry
3. Seaway 7
4. Case studies
5. Q&A
6. Floating wind
7. Financials
8. Closing
9. Q&A

John Evans
CEO, Subsea 7

Subsea 7 – our values

Our Vision

To lead the way in the delivery of offshore projects and services for the energy industry.

Our Strategy

In an evolving energy sector, we create sustainable value by being the industry's partner and employer of choice in delivering the efficient offshore solutions the world needs.

Our Stakeholders

We seek to create sustainable value for our clients, our people, our shareholders and society in everything we do.

Our Values

What makes us who we are

Subsea 7 – our sustainability focus

Health, Safety and Wellbeing:

0.02

Lost-time incident frequency rate per 200,000 hours worked

Energy Transition:

658

Cumulative number of offshore wind turbine generator foundations we have installed to end of 2019

Business Ethics:

4,791

Number of employees who have completed compliance and ethics e-learning (100% of target)

Operational Eco-efficiency:

361,164

Tonnes of scope 1 CO_2 emissions from our owned and managed vessels

Labour Practices and Human Rights:

80%

Our people responded positively to being treated with respect as an individual in the Subsea 7 bi-annual Employee Opinion Survey

Ecological Impacts:

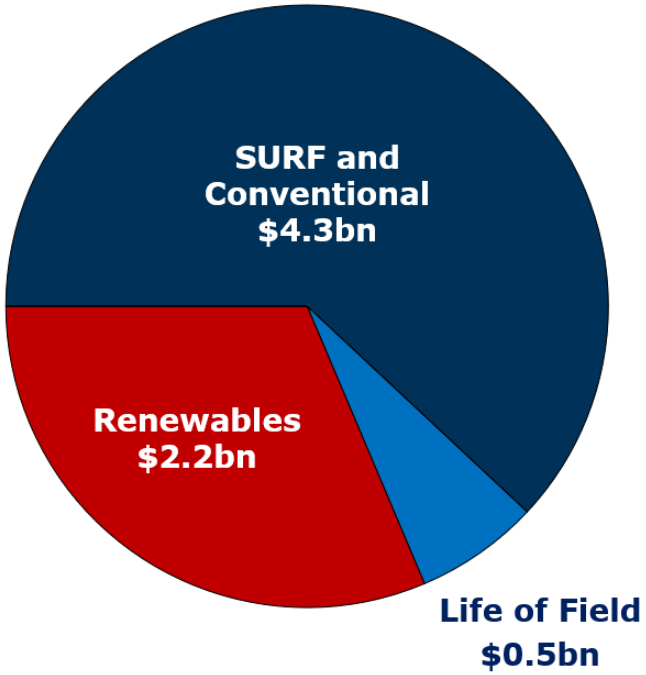
15

Local environmental initiatives undertaken in 10 countries on 4 continents

Subsea 7 – our business units

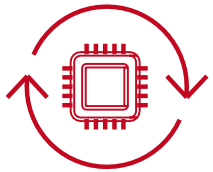
Group backlog

Q2 2020: $7.0bn



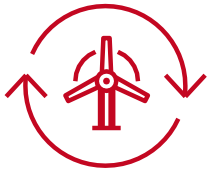
Strategic focus areas

Subsea Field of the Future: Systems and Delivery



- Early engagement and partnerships
- Systems innovation and enabling Products
- Integrated SPS and SURF
- Digital delivery of projects and services

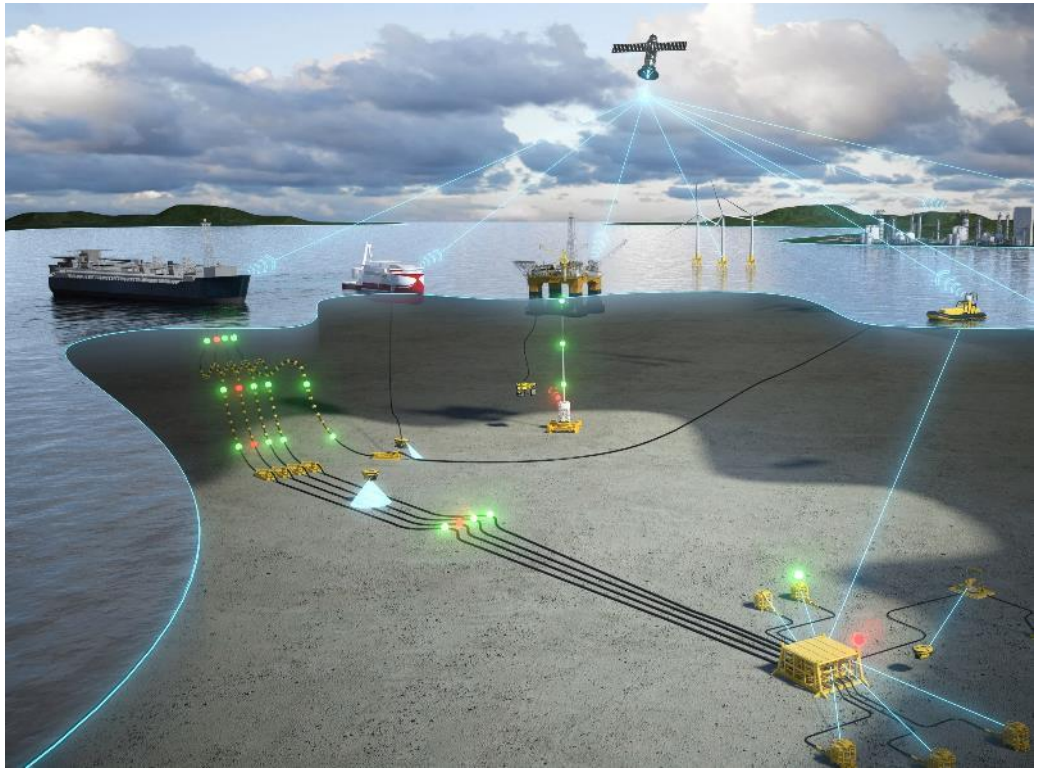
Energy Transition: Proactive Participation



- Oil and gas – lower carbon developments
- Operations – sustainable and efficient
- Emerging energy – new markets and opportunities
- Renewables – offshore wind

Energy transition: oil and gas – lower carbon developments

- Leveraging early engagement and engineering capabilities
- Digital solutions across the asset lifecycle
  - efficiency and lower carbon at every stage
- Deploying Carbon Estimator across early engagement and tender activities
- Subsea technologies to support Oil & Gas developments lower carbon intensity
- Building our capabilities and track record for offshore electrification

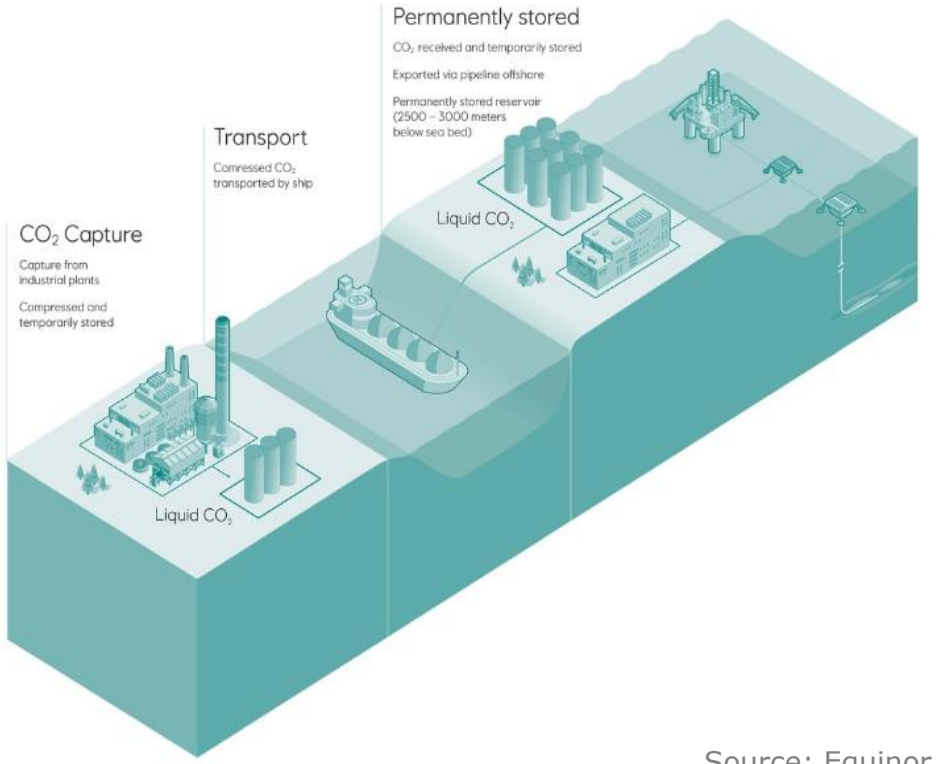


Energy transition: operations – sustainable and efficient

- Strengthen our focus on clean operations
- Improving energy efficiency and carbon footprint of our solutions and delivery
- Leveraging digital capabilities towards more efficient vessel activities
- Developing our long term strategy towards a sustainable fleet

Energy transition: emerging energy – new markets and opportunities

- Participating in early stage projects through Xodus
- Understanding and seizing opportunities in carbon capture and hydrogen
- Evaluating emerging markets and partnership opportunities



Source: Equinor

Energy transition: renewables – offshore wind

- Top tier service provider in fixed offshore wind
- Top tier service provider in floating offshore wind by 2030
- Supporting the growth of our specialist capabilities in Xodus and 4Subsea
- Building our investment in renewables technology

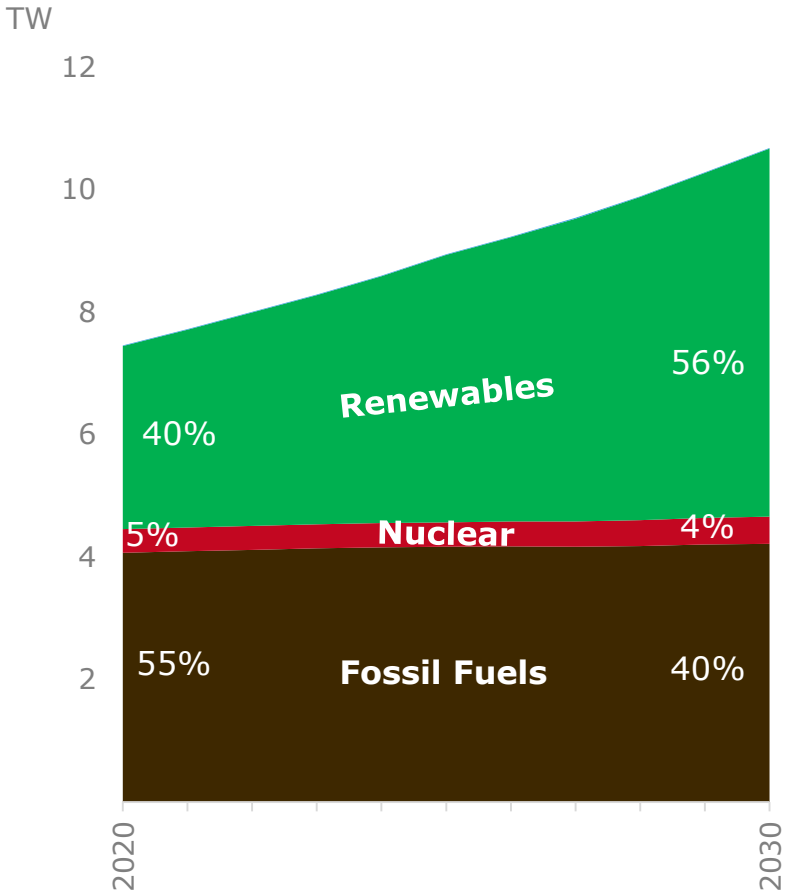
Agenda

1. Introduction
2. Offshore wind industry
3. Seaway 7
4. Case studies
5. Q&A
6. Floating wind
7. Financials
8. Closing
9. Q&A

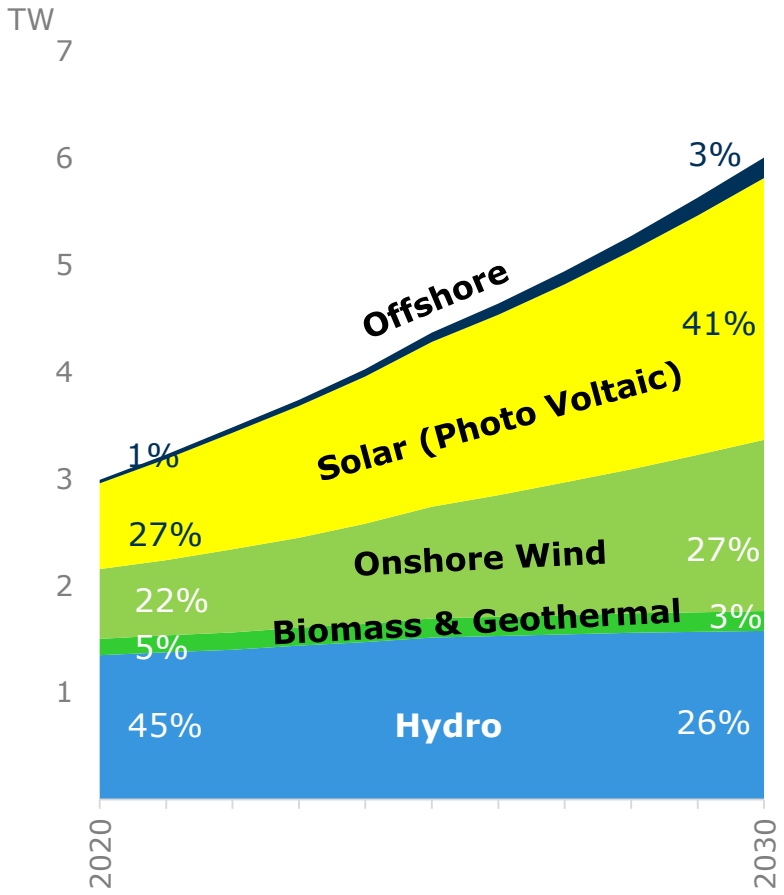
Steph McNeill
CEO Seaway 7

Offshore fixed wind fast growing new energy source

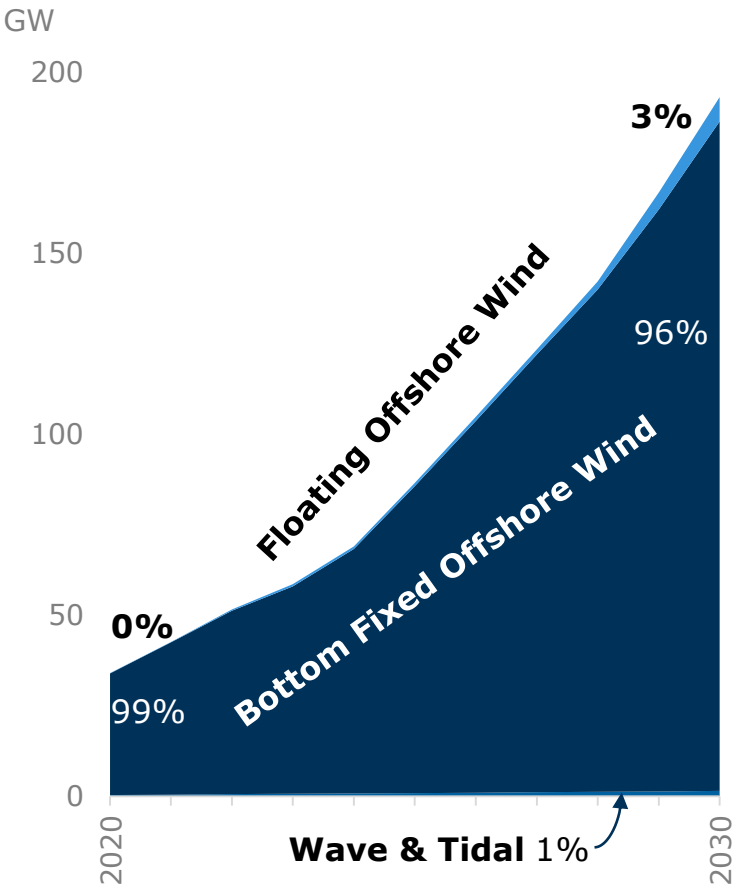
All Energy Sources



Renewable Sources

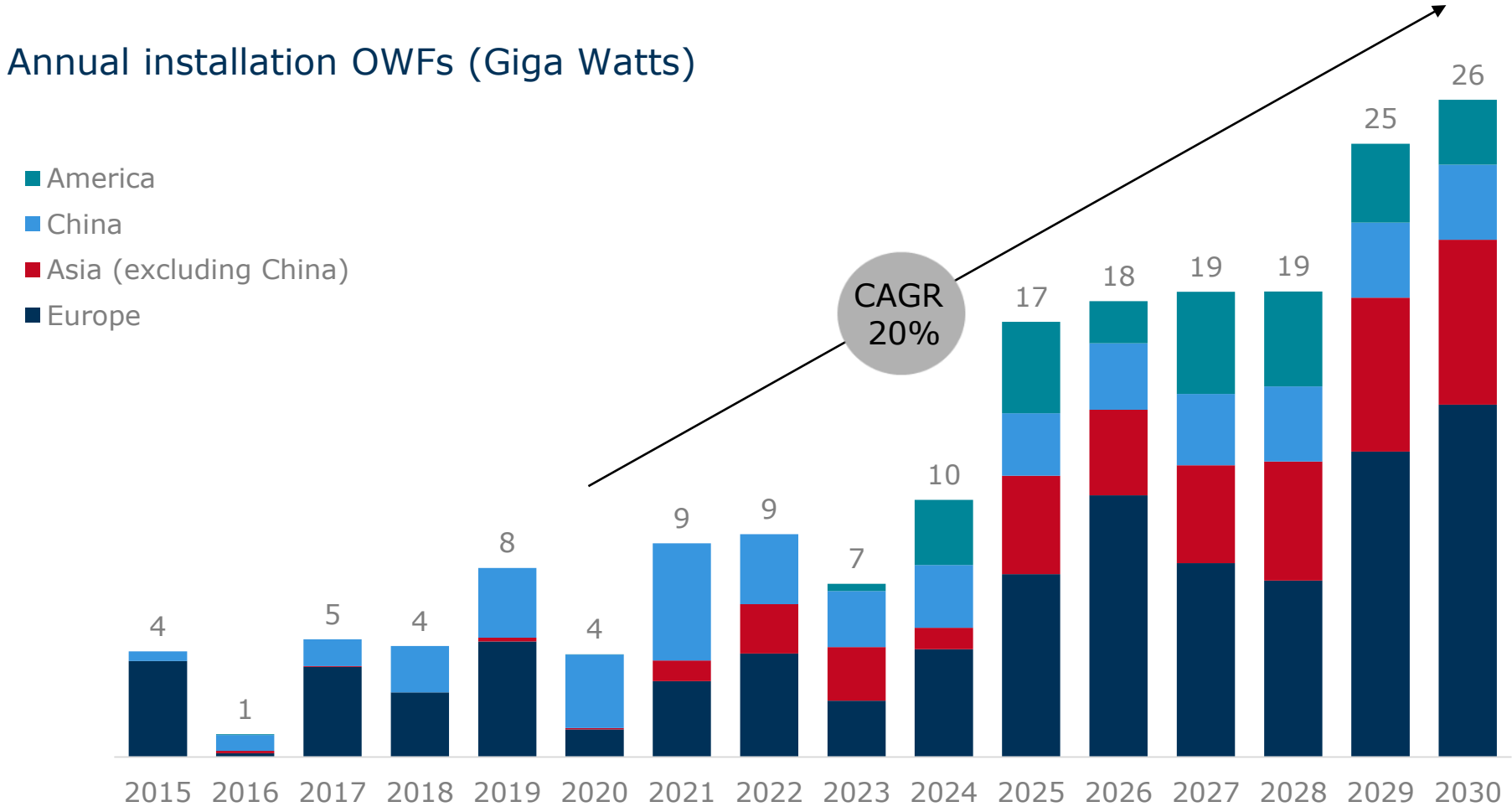


Offshore Renewables



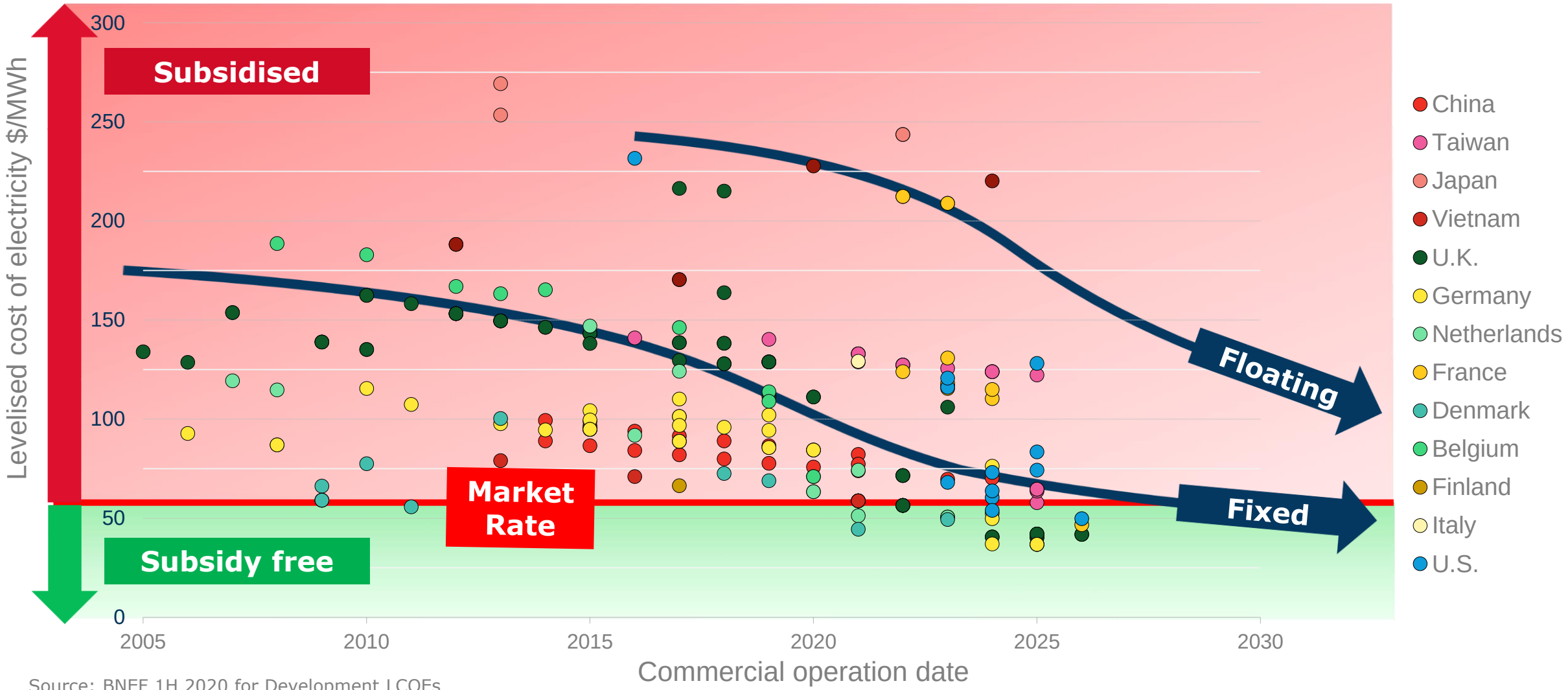
Source: BNEF 1H 2020

Global expansion forecast for offshore wind energy (GW)



Source: BNEF 1H 2020

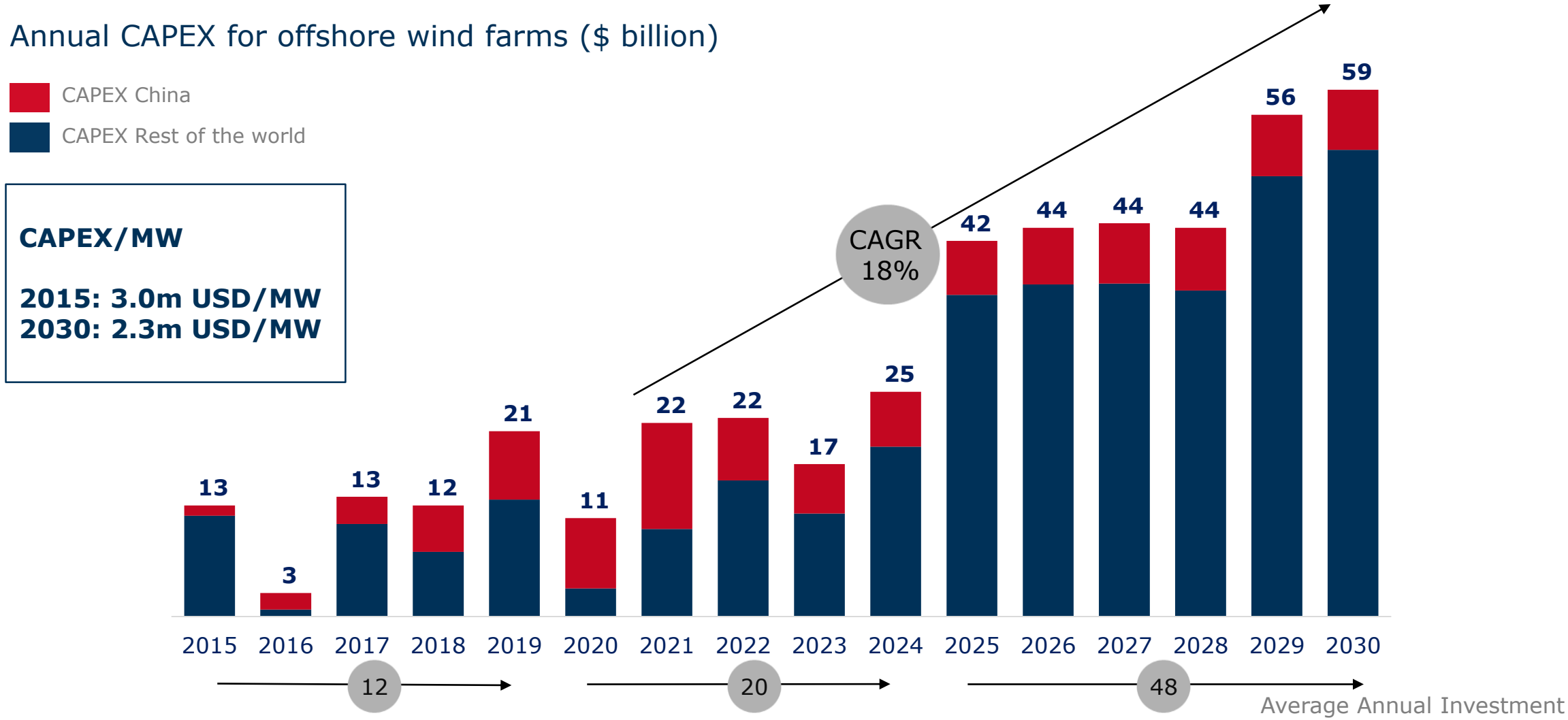
Offshore wind – cost is continuing to reduce



Source: BNEF 1H 2020 for Development LCOEs
Market, Fixed and Floating indicative trend lines: Seaway 7

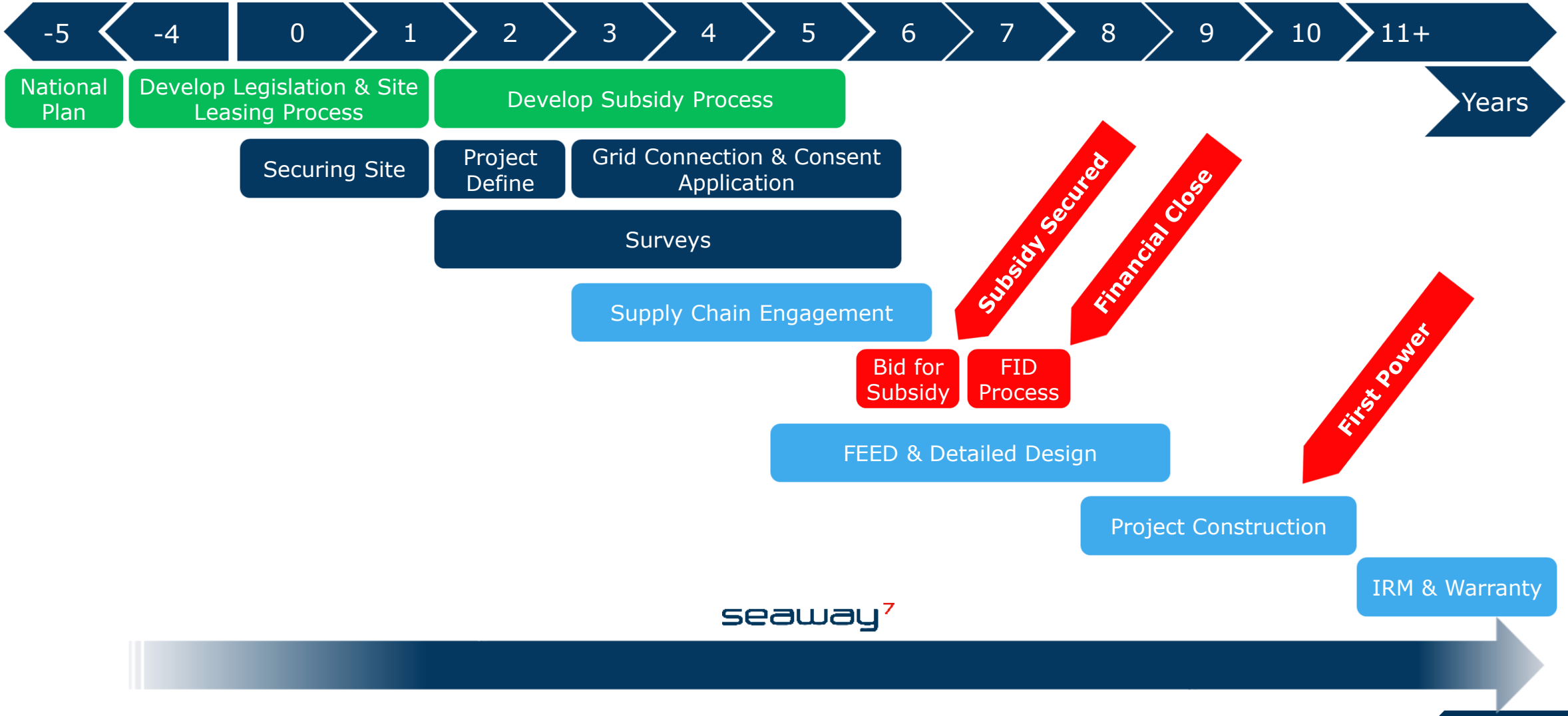
Investment in offshore wind forecast to increase significantly ($bn)

Annual CAPEX for offshore wind farms ($ billion)

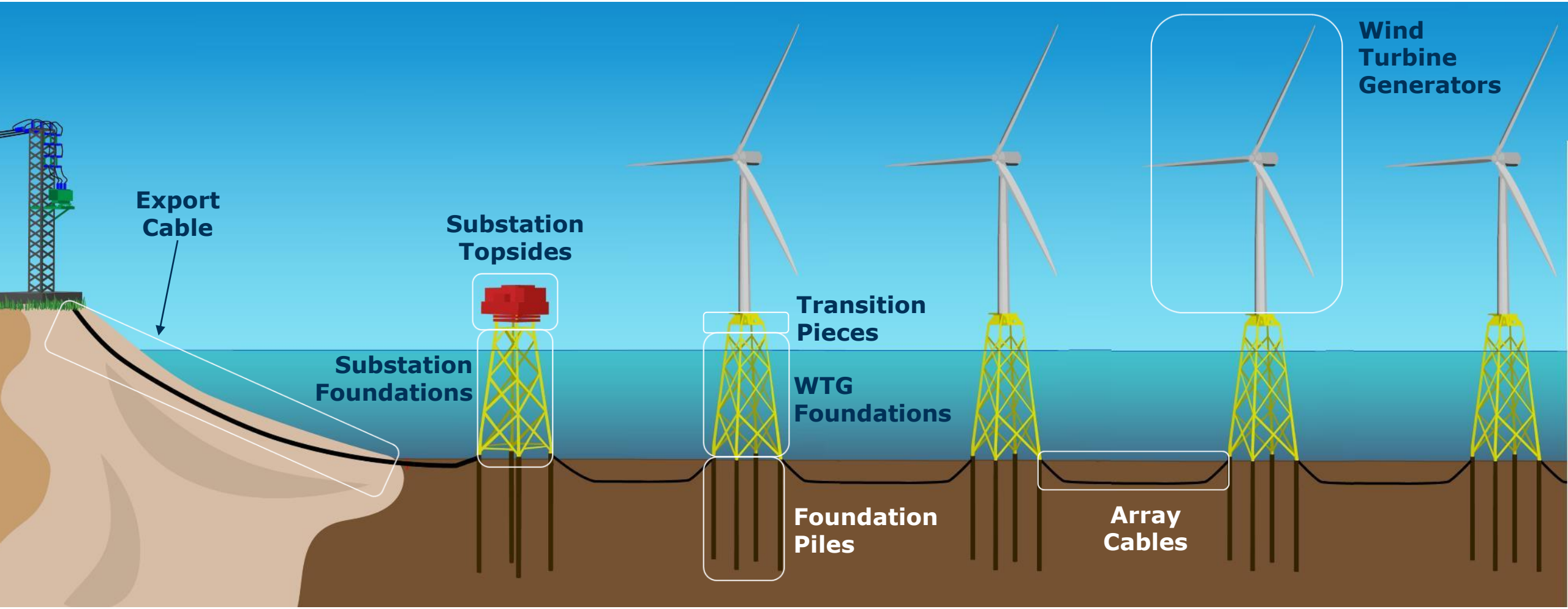


Source: BNEF 1H 2020, Seaway 7

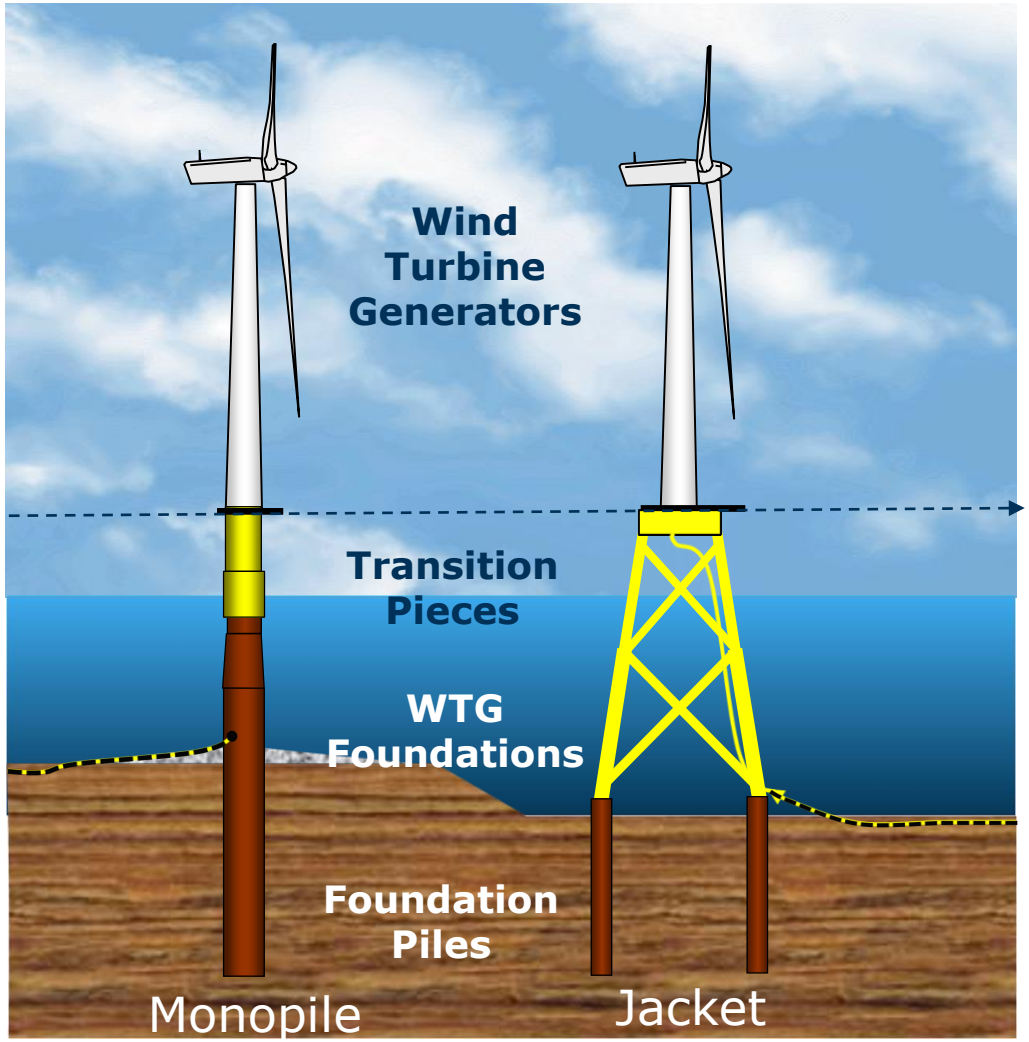
Offshore wind – typical timeline for a development



Major components of an offshore fixed windfarm

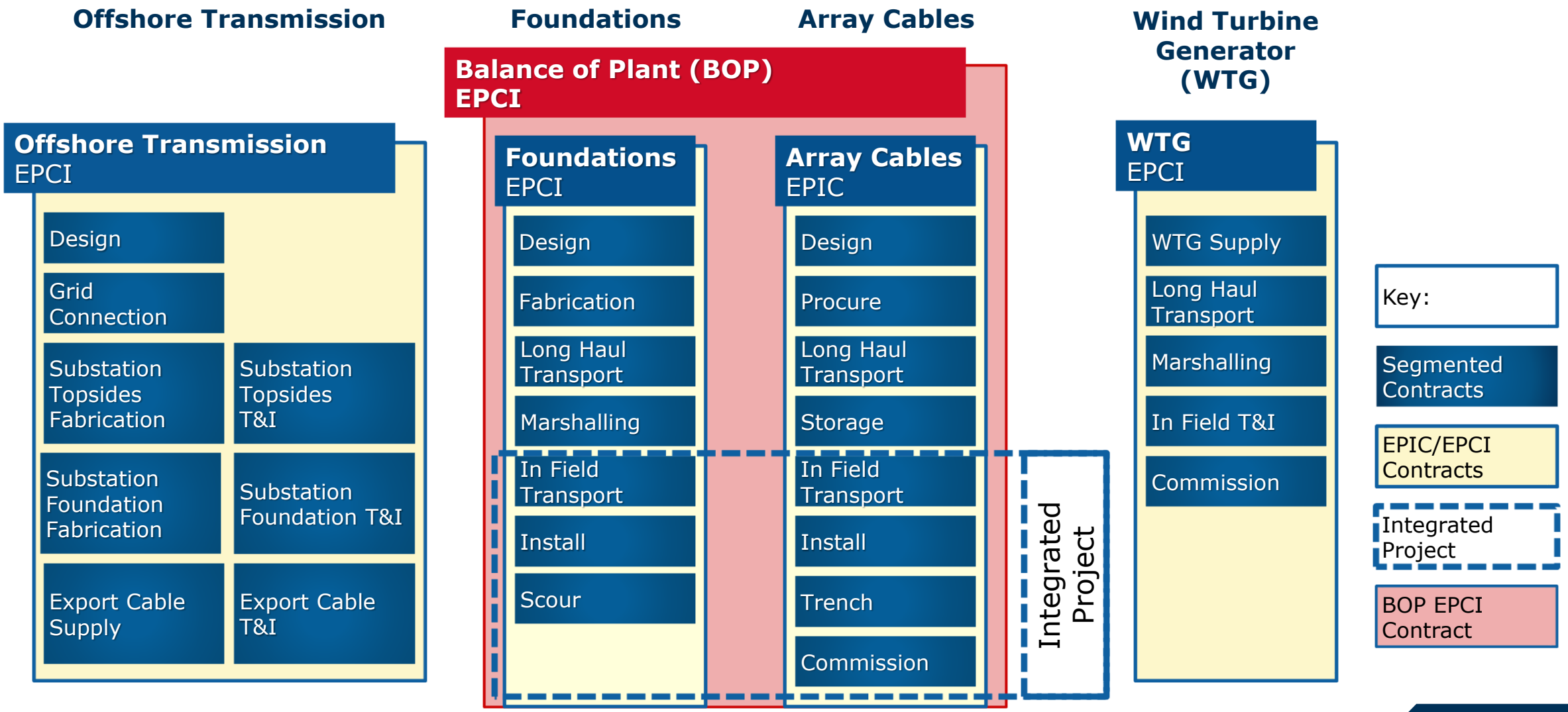


Contractor perspective – turbines, foundations and array cables

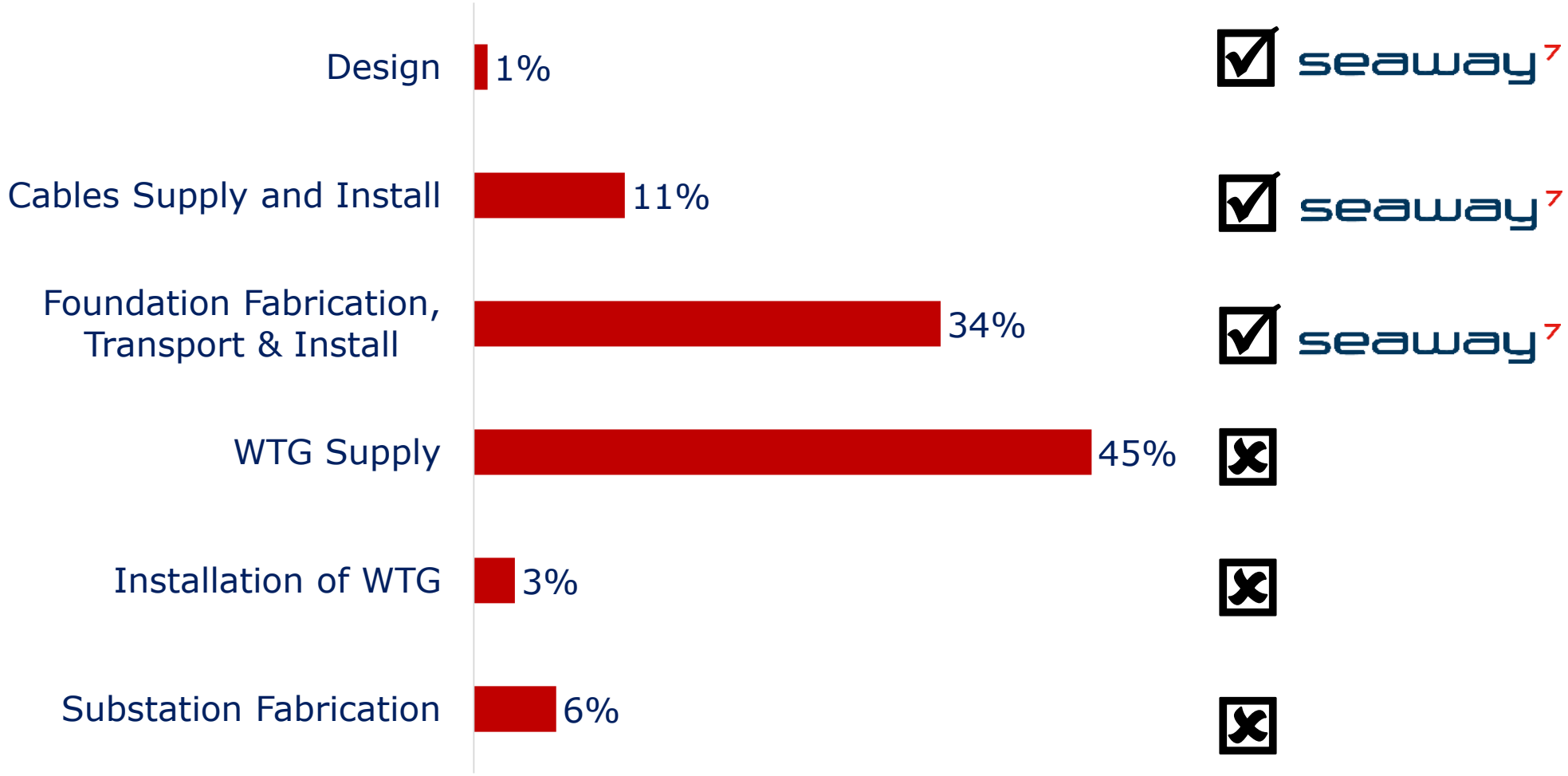


- Wind turbine generators
  - Standardised products, common designs
  - Mostly sub contractor to WTG manufacturer
  - Lower engineering, supply chain and project management content
  - Lower project complexity
- Foundations and array cables
  - High level of customisation
  - Main contractor
  - Typically lump sum contracts
  - Unique design, fabrication, logistics and installation for each location
  - Highly bespoke engineering, supply chain and project management content
  - Higher project complexity

Typical developer contract models

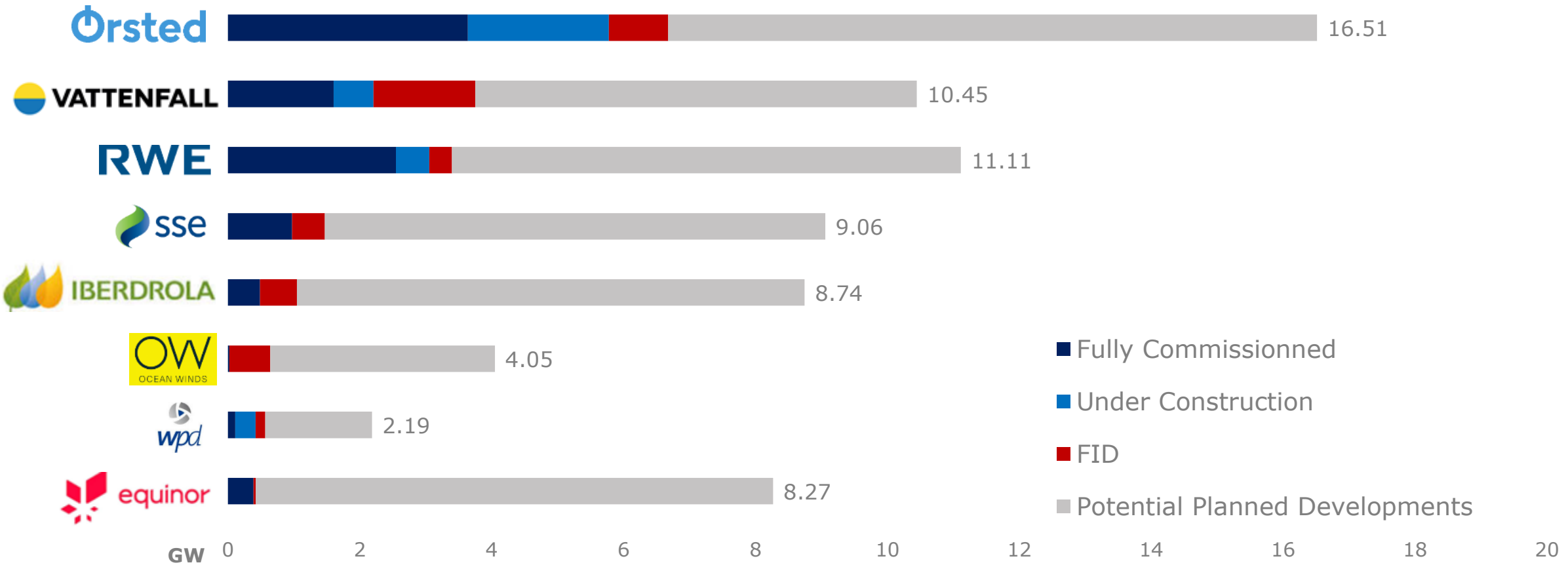


Fixed offshore wind farm – typical capex split



The largest European based offshore wind developers

Installed and planned capacity (GW)



Source: 4COffshore 17th September 20

Agenda

1. Introduction
2. Offshore wind industry
3. Seaway 7
4. Case studies
5. Q&A
6. Floating wind
7. Financials
8. Closing
9. Q&A

Harke Jan Meek
CCO Seaway 7

Long track record in renewables

Global reach for a globalising market

Offices

- Zoetermeer, Netherlands
- Paris, France
- Aberdeen, Scotland
- Leer, Germany
- Taipei, Taiwan
- Providence, US

Fleet

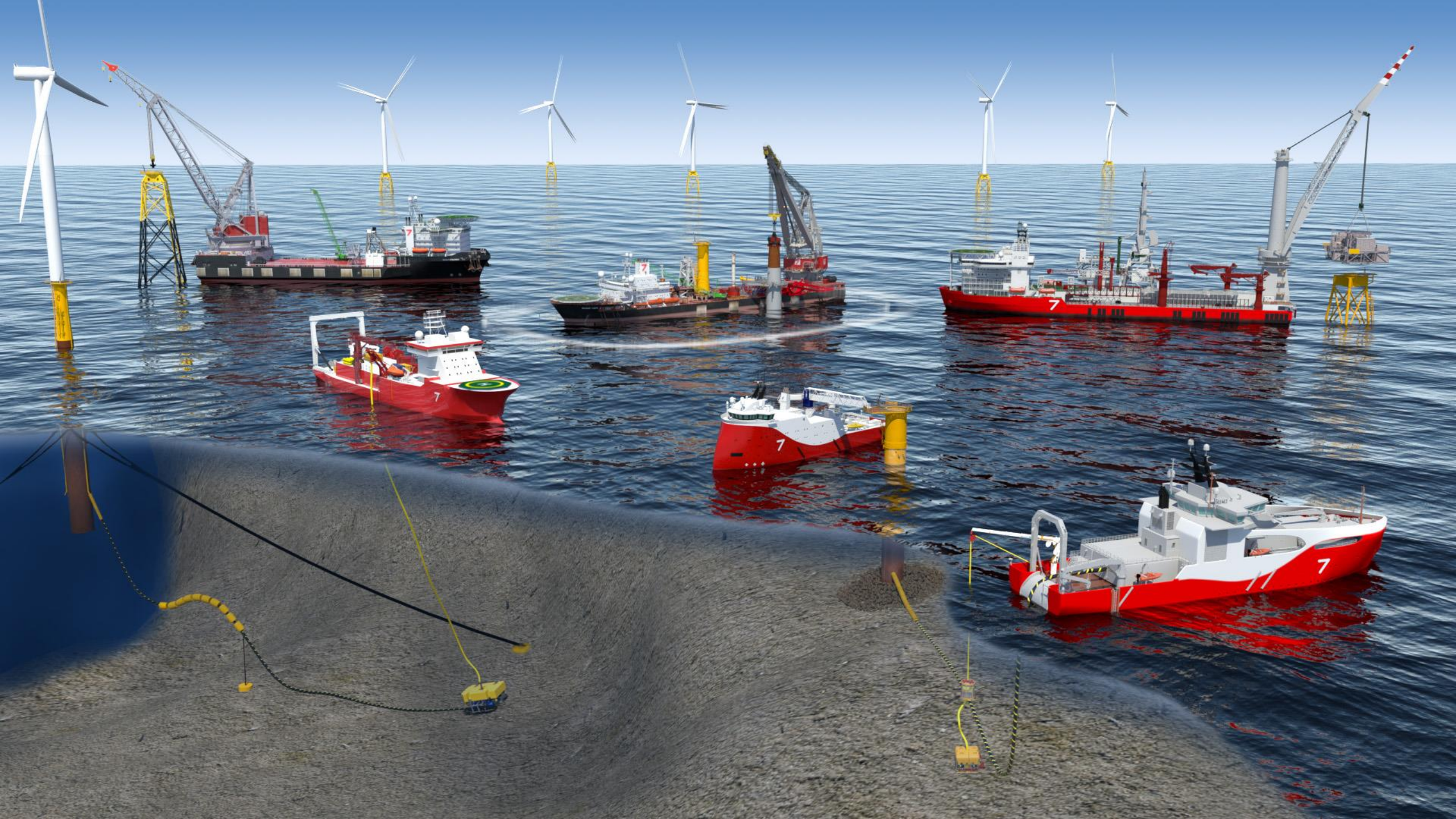
- HLV Seaway **Strashnov**
- HLV Seaway **Yudin**
- CLV Seaway **Aimery**
- ISV Seaway **Moxie**

Support Bases

- Rotterdam, Netherlands
- Eemshaven, Netherlands

Personnel

- ~500 onshore, ~550 offshore



Organisation structure

subsea 7

subsea 7
SURF and Conventional

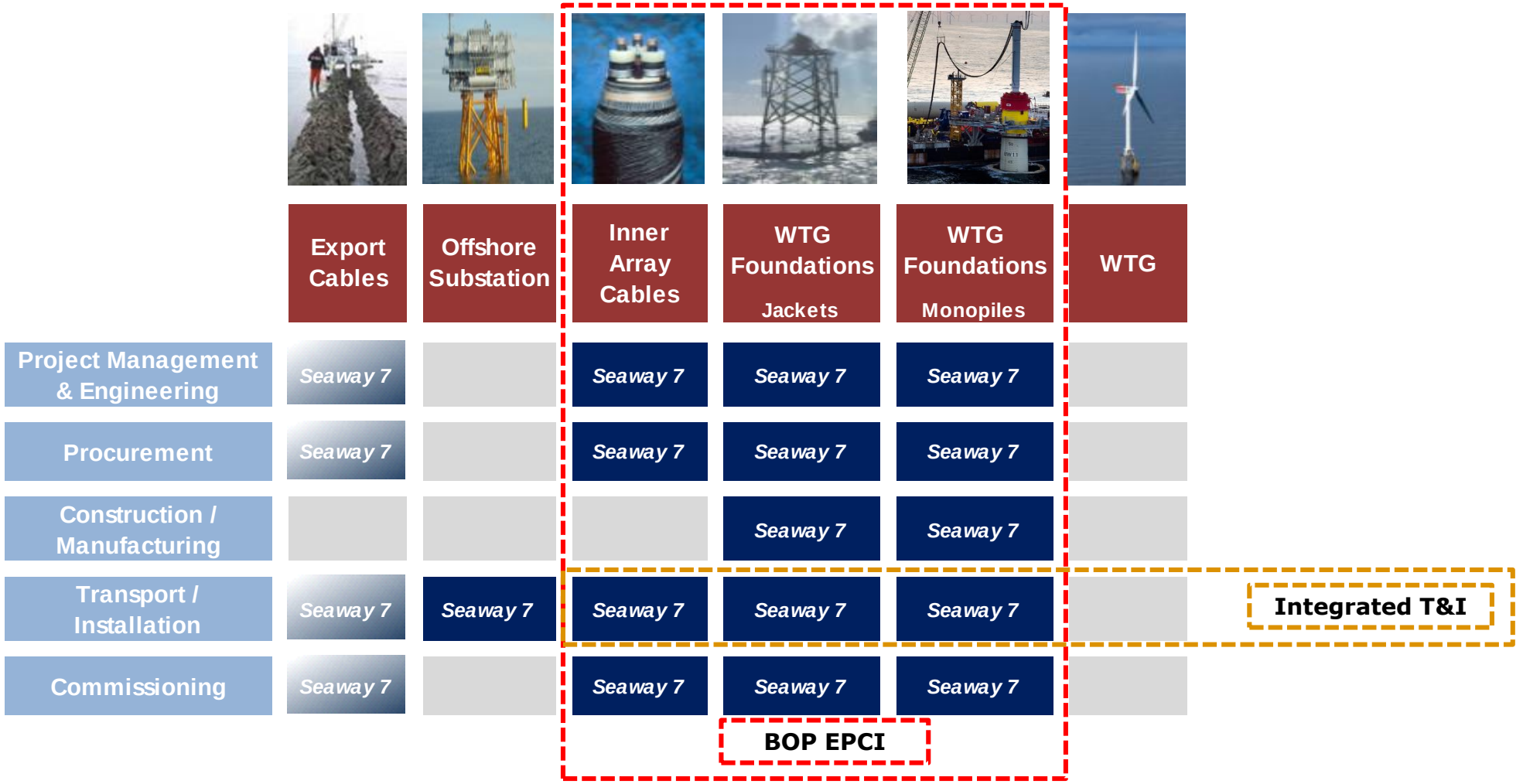
seaway 7
Renewables

i-Tech 7
Life of Field

Heavy Lifting	Offshore Cables	EPCI	Integrated Solutions
Foundations and Substations	Submarine Cable Systems	EPCI Projects	Integrated Projects

An **experienced partner** for the delivery of **fixed** and **floating offshore wind farm projects** through **various contracting models**

Capability aligned with market needs



Wide breadth of capability and experience

Transportation and Installation Expertise

Specialist heavy lifting and submarine cable installation expertise

Project and Risk Management and Engineering Capabilities

- Foundation design and fabrication
- Cable design and supply
- Transportation, marshalling and logistics
- Interface management
- Scour protection and trenching
- Access to wider Subsea 7 asset and skill pool
  - Global footprint
  - Established systems and processes
  - Large pool of specialised resources
  - Asset pool

Specialist Front-End Services

- Feasibility and concept studies, environmental consulting, digital solutions, project architecture

4subsea

xodus GROUP

Full Range of Commercial Services

- Studies
- Transport and Installation (T&I)
- Integrated Foundation and Cables T&I
- EPCI Foundations
- EPIC Cables
- BOP EPCI
- Project management services

Competitive environment

- Many active companies
- Established players and new entrants
- Companies with different experience and backgrounds
  - Dredging
  - Marine contracting
- Companies are offering different scope services and contracting models
  - Foundation-only, cables-only, combination
  - T&I, EPCI

Jan De Nul GROUP
DEME
Van Oord
Marine ingenuity

Providers of complete balance of plant (BOP) scope

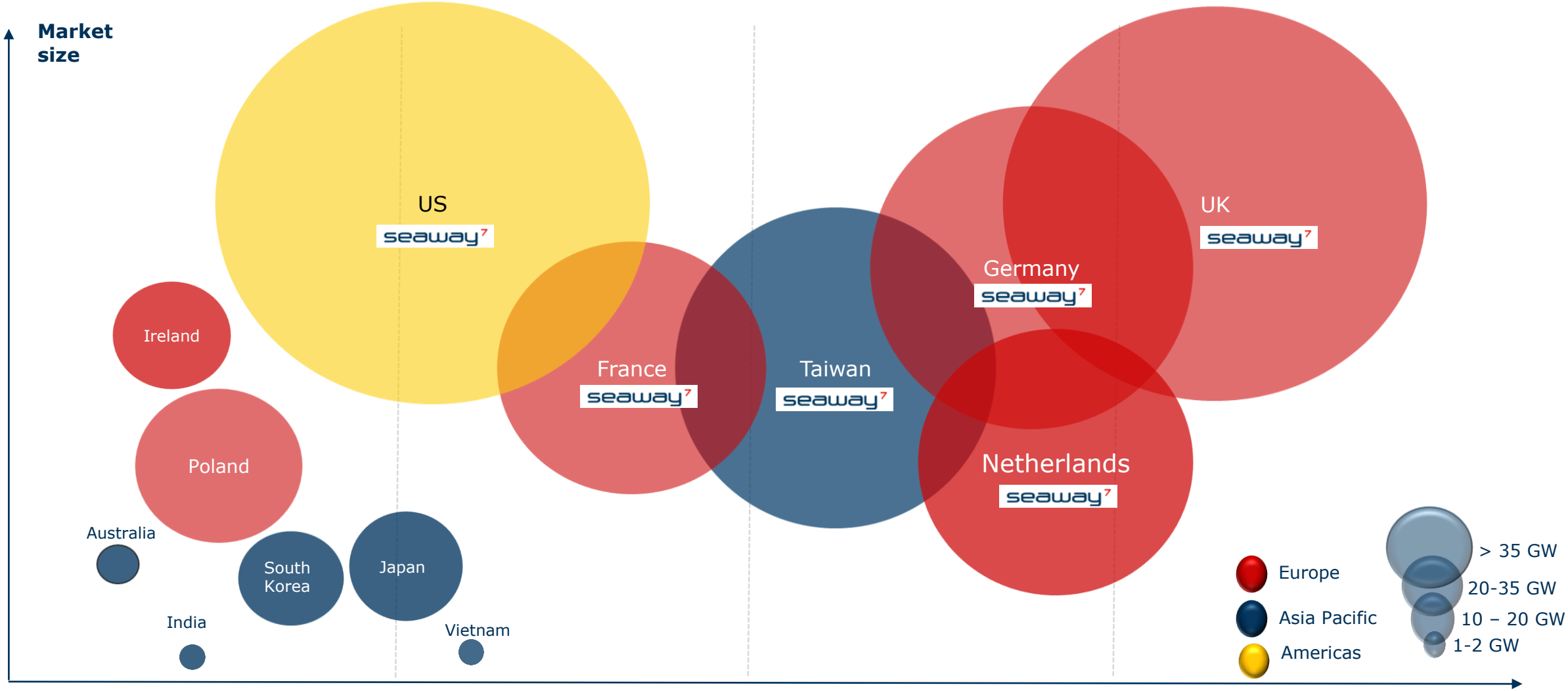
SAIPEM

Foundation services (T&I or EPCI)

Boskalis
DHT
Global Marine
MARINE CONTRACTORS

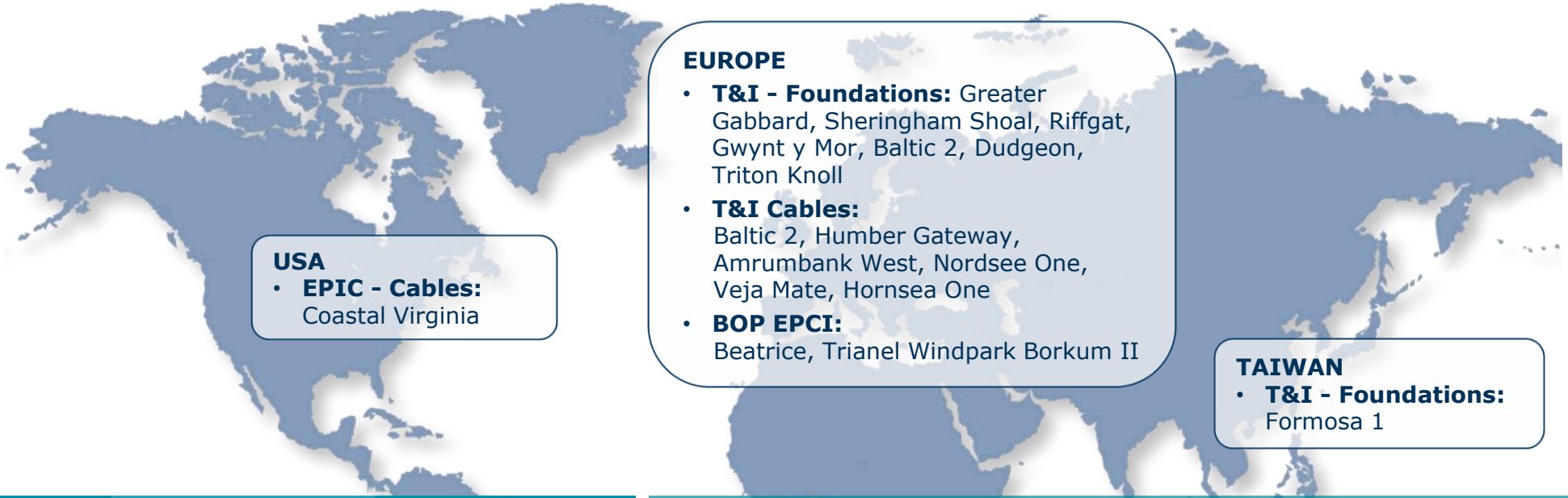
Specialist installation services for foundations and/or cables

Well positioned and track record in key markets



Source : BNEF H2 2020

Track record since first offshore wind project executed in 2009



USA
- **EPIC - Cables:** Coastal Virginia

EUROPE
- **T&I - Foundations:** Greater Gabbard, Sheringham Shoal, Riffgat, Gwynt y Mor, Baltic 2, Dudgeon, Triton Knoll
- **T&I Cables:** Baltic 2, Humber Gateway, Amrumbank West, Nordsee One, Veja Mate, Hornsea One
- **BOP EPCI:** Beatrice, Trianel Windpark Borkum II

TAIWAN
- **T&I - Foundations:** Formosa 1

30+ Renewable projects

700+ WTG Foundations

500+ cables

30+ substations

1,100+ km cables

4,0+ GW installation supported

EnBW · RWE · Ørsted · sse · CIP · equinor · NORTHLAND POWER · TOTAL · TenneT Taking power further · VATTENFALL · EWE · Trianel

Projects in execution

EUROPE

- **T&I - Cables**
  Hornsea Two
- **Integrated - Foundations & Cables**
  Hollandse Kust Zuid
  Kaskasi
- **BOP EPCI**
  Seagreen
- **Floating**
  Hywind Tampen

TAIWAN

- **T&I - Foundations**
  Formosa 2
- **T&I - Cables**
  Changfang Xidao, unnamed project
- **EPIC - Cables**
  Yunlin

Prospect pipeline

USA
- **CIP** Vineyard
- **Ørsted** US Projects
- **Shell and EDF-RE** Atlantic Shores
- **Shell and EDPR** Mayflower
- **Equinor** Empire

Europe
- **RWE** Sofia
- **Iberdrola** East Anglia Hub
- **Red Rock** Inch Cape
- **EDPR** Moray West
- **UK** Extension projects

Taiwan
- **WPD** Guanyin
- **Ørsted** Greater Changhua 2
- **RWE** Chu Feng

- High levels of tendering in the three main regions
- Continued high competition for foundation installation projects
- Prospects emerging in floating wind

Agenda

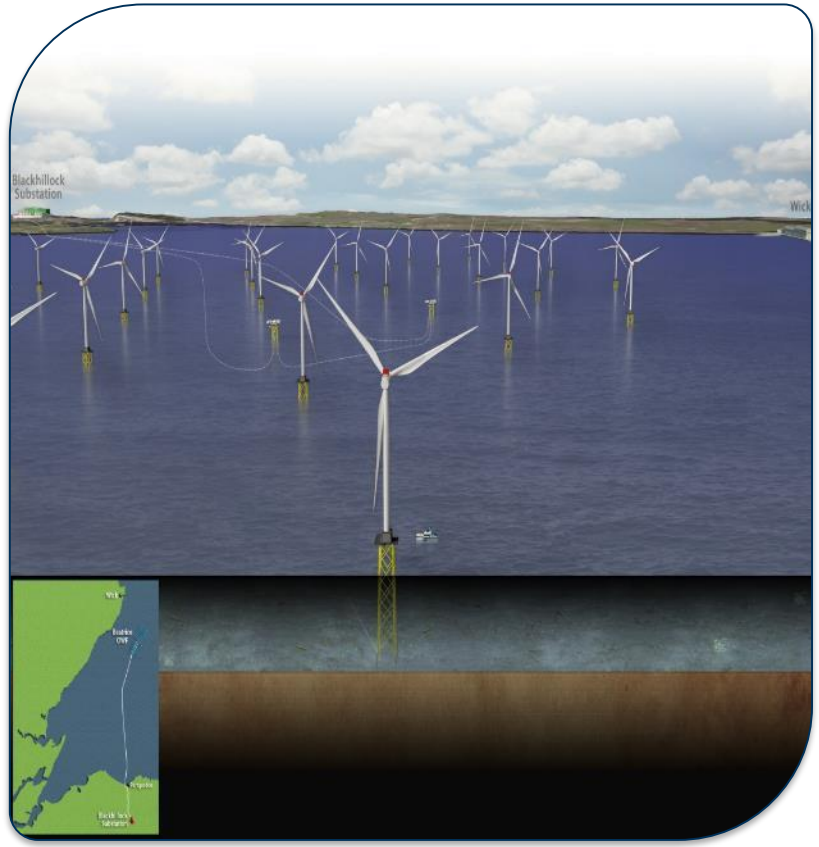
1. Introduction
2. Offshore wind industry
3. Seaway 7
4. Case studies
5. Q&A
6. Floating wind
7. Financials
8. Closing
9. Q&A

Lloyd Duthie
Seaway 7 EPCIs

Beatrice

Beatrice Offshore Wind Farm – balance of plant EPCI

- Project
  - 588MW development, located 13km off the NE coast of Scotland in 40 to 60 metres of water
  - FID: May 2016
  - Completed: August 2018
- Scope
  - EPCI for balance of plant
  - 84 turbines of 7MW each for a total of 588MW
    - 120,000+ tonnes of steel
  - 91 inner array cables
    - 165km
- Contract value: $1.3 billion



Beatrice Offshore Windfarm Ltd: A joint venture partnership, SSE 40%, CIP 35%, Red Rock Power Ltd 15%

Beatrice Offshore Wind Farm

- Engineering
  - Complex geology
  - Variable water depth
  - Multiple foundation designs
  - Integrated inner array cable system
  - Schedule

Marshalling Beatrice foundations

Beatrice Offshore Wind Farm

- Procurement
  - Complex supply chain
  - 11 countries
  - Over 50 suppliers
  - Focus on quality
  - Risk management

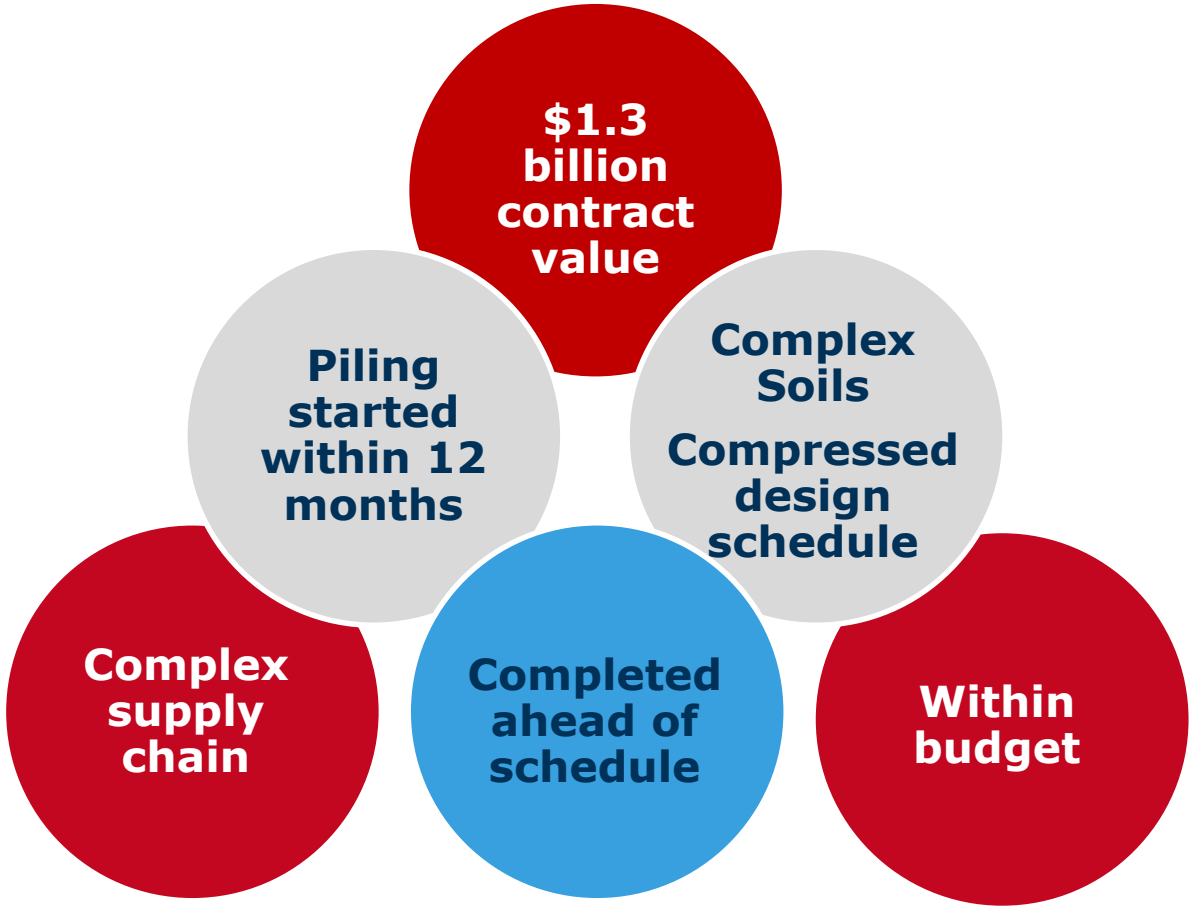
Beatrice supply chain

Beatrice Offshore Wind Farm

- Installation
  - Safety performance
  - Reliability
  - Marine logistics
    - Over 20 vessels
  - Integrated schedule for foundations and inner array cables installation
- First power generation achieved ahead of schedule

Beatrice foundation installation by Seaway Strashnov

Beatrice Offshore Wind Farm



Seaway Aimery at the Beatrice Offshore Wind Farm

Lloyd Duthie
Seaway 7 EPCIs

Seagreen Project

Seagreen Offshore Wind Farm – balance of plant EPCI

- Project
  - 1,075 MW development, located 27km off the east coast of Scotland in 40 to 60m of water
  - FID: June 2020
  - Offshore installation: 2021-22
- Scope
  - EPCI for balance of plant
  - ~114 turbines of 10MW each for a total of 1.1GW
    - 240,000+ tonnes of steel
  - 116 inner array cables
    - 330km
- Contract value: ~$1.4 billion

Seagreen Wind Energy Ltd: A joint venture partnership, SSE 49%, Total 51%

Seagreen Offshore Wind Farm

- Engineering
  - Large, complex wind farm
  - Competitive UK subsidy auction
  - Suction caisson foundation
  - Global logistics

Seagreen foundations will be transported to the marshalling site

Philippe Gleize
Seaway 7 Integrated Projects

Hollandse Kust 1 & 2

Hollandse Kust 3 & 4

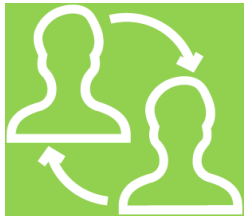
Hollandse Kust Zuid – innovative integrated solution

- First integrated foundation and cable installation project
  - Confirming the value and strength of Seaway 7's offering
- Scope
  - Combined HKZ 1&2 and 3&4 projects, 1,540MW development, 20km off the Dutch coast
  - The first subsidy free offshore wind farm developed in the Netherlands
  - 140 TP-less monopile foundations (T&I)
  - 325km inner array cables

Installation of foundations and cables

Hollandse Kust Zuid – collaboration leading to success

- Collaboration with Vattenfall led to first integrated foundation and inner array cable contract
- Two years of partnership achieved an optimised execution plan
- Lower cost solution was devised for a subsidy-free development
- Established relationship with Vattenfall on HKZ 1&2 led to award of HKZ 3&4



Collaboration

VATTENFALL

"**Working collaboratively with our partners** in the supply chain has enabled us to hand in a state-of-the-art proposal for this project. We can bundle now the projects Hollandse Kust Zuid 1&2 and 3&4 which is a great advantage leading to further optimisation and synergies."

Gunnar Groebler
SVP Business Area Wind, Vattenfall

Hollandse Kust Zuid – innovative operations reducing cost

- Strong focus on technology and innovation
  - Floating monopiles towed to site
  - Monopile installation while vessel in dynamic positioning mode

Floating monopiles towed to site

Innovation

Integrated projects – conclusion

- Following on Hollandse Kust Zuid 1-2 and 3-4 projects, Seaway7 secured, on a similar approach, our 3rd integrated project :
- **Kaskasi for RWE in Germany**
  - Use of industry's largest vibratory hammer to minimize noise levels during installation of the monopiles
  - Monopile installation using Dynamic Positioning (DP)
  - Integrated T&I contract model

Innovation

Success

Lars Muck
Seaway 7 Offshore Cables

Hornsea One

Hornsea Two

Hornsea Offshore Wind Farm – large, cable lay project

- Project
  - 6GW development in four phases, located off the coast of England in 40 to 60 metres of water
- Hornsea One
  - Seaway 7 awarded half of the cables for the first phase, Hornsea One
  - Scope 89 inner array grid cables (T&I)
    - 170km
  - FID: 2016
  - Completed: 2020
- Contract value: >$50 million

Hornsea One, Two and Three

Hornsea One

- Seaway 7 scope
  - Pre-lay inspection surveys
  - Pre-lay grapnel runs
  - Messenger wire installation
  - Cable pull-ins
  - Post-lay trenching
  - Boulder relocation and/or clearance
  - Remedial rock placement
- Completed successfully inclusive of additional work programmes

Offshore activities on Hornsea One

Hornsea Two

- Project
  - Seaway 7 awarded the installation of the entire inner array grid cable system of the second phase
  - Hornsea Two FID: 2019
  - Scheduled: 2021-22
- Scope
  - 165 inner array grid cables (T&I)
    - 422 km
- Contract value: ~$100 million

Seven Falcon (Hornsea Two) and Seaway Moxie (Hornsea One)

Coastal Virginia Offshore Wind – US cable lay

- Demonstrator Project
  - Supply and installation of export and inner array cable for 2x demonstrator wind turbine generators off the coast of Virginia, USA.
  - First Seaway 7 Renewables project in USA
  - Scheduled completion: 2020
- Scope
  - One inner array grid cables and one export cable of 43 km (EPIC)
- Contract value: ~$25 million

Seaway Aimery offshore Virginia Beach

Steph McNeill
CEO Seaway 7

Case studies – key takeaways

- Established in all the current offshore renewables market regions
- Early engagement supporting developers to reduce costs and win subsidies
- Delivering projects for the major renewables developers and winning repeat business
- Differentiating through EPCI and integrated offerings
  - Large, complex project management
  - Experienced interface and risk management
  - Extensive supply chain management
- Executed from our global network of local offices
- Supporting developers as projects become larger and more global
- Reliable, on time, delivery

Q&A

Renewables Investor Event

----SHORT BREAK----

WELCOME BACK

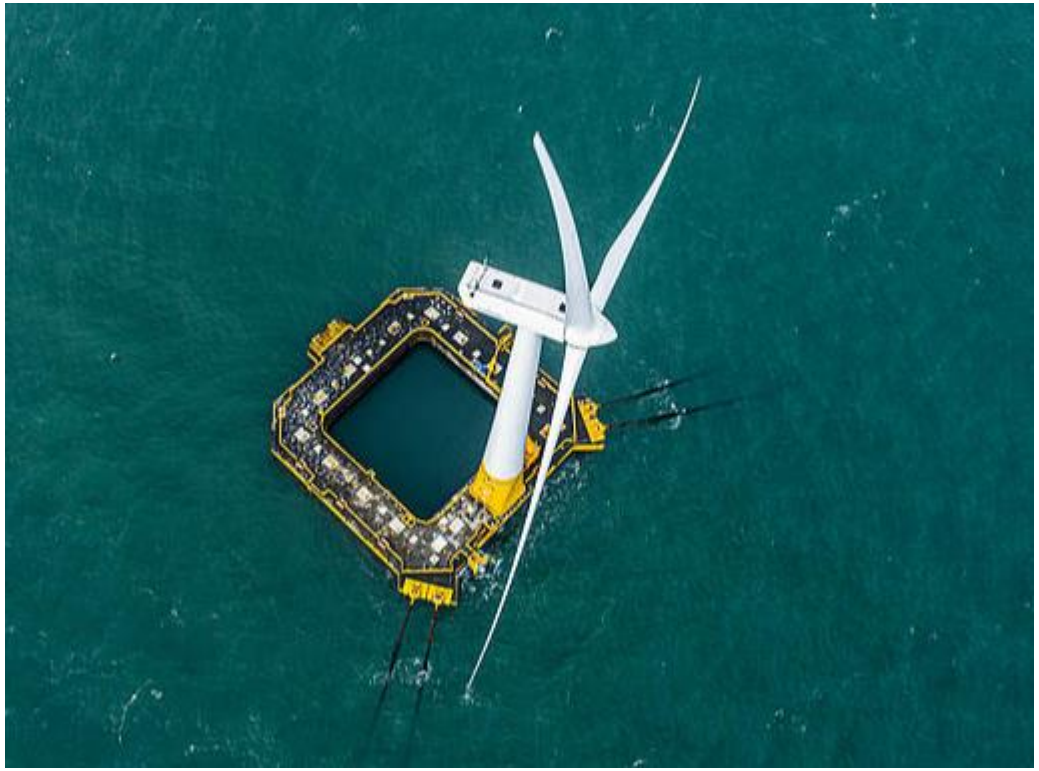
Agenda

1. Introduction
2. Offshore wind industry
3. Seaway 7
4. Case studies
5. Q&A
6. Floating wind
7. Financials
8. Closing
9. Q&A

Philippe Gleize
Seaway 7 Floating Wind

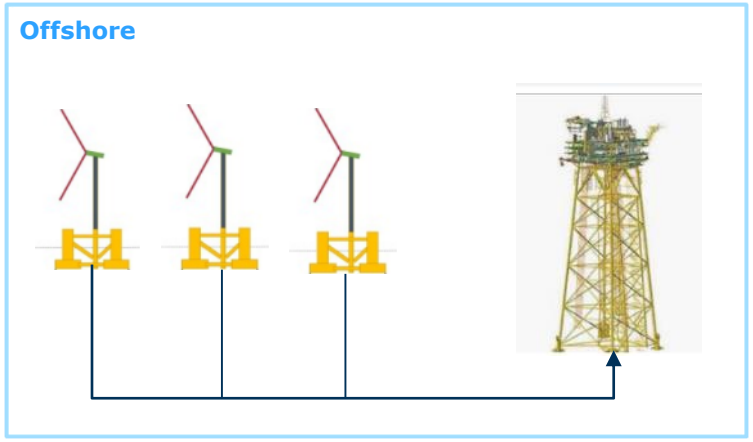
Floating wind

- Promising market
- Start of commercial phase in 2025-30
- Variety of floating solutions
- Full scale tested solutions
- Subsidy regimes

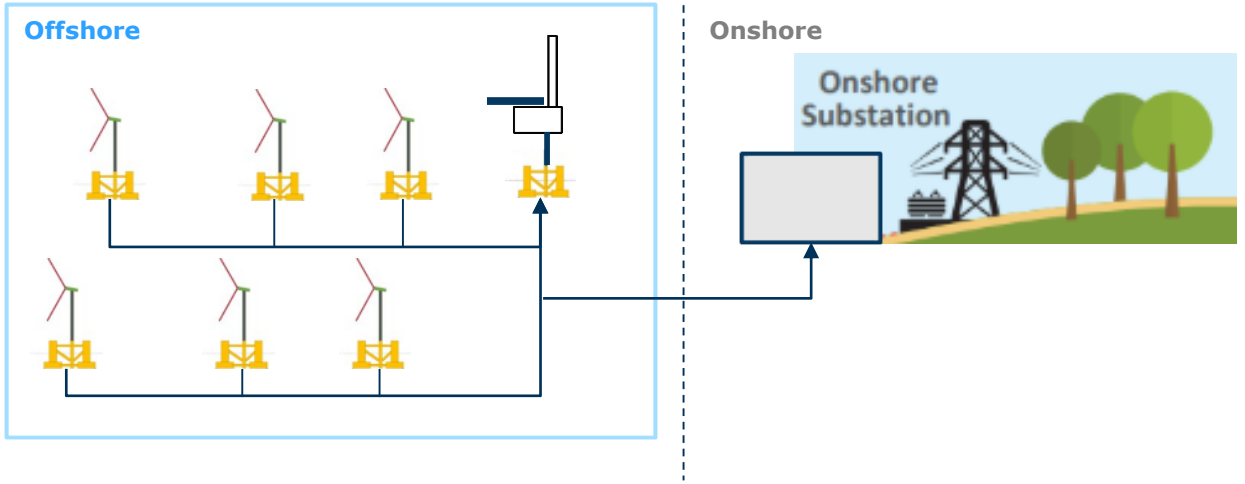


IDEOL floating wind turbine

Two types of developments: “off-grid” and “on-grid” solutions



- Off-grid solutions
  - Floating wind turbines to power oil and gas platforms
  - Small scale development, limited number of units
  - Typical client: upstream operator
  - Currently under development

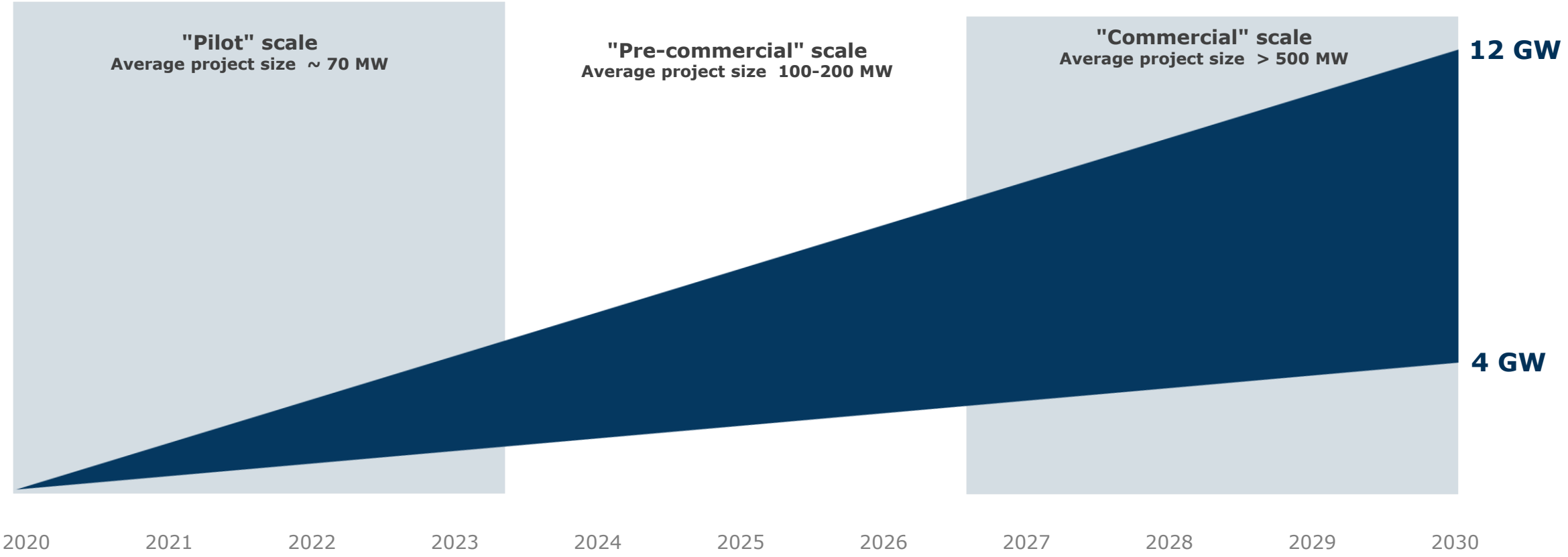


- On-grid solutions
  - Floating wind turbine farms connected to the onshore electricity network
  - Large scale, large number of units
  - Expected development from 2025 onwards

Forecast growth in emerging offshore floating wind market

Floating wind cumulative installed capacity

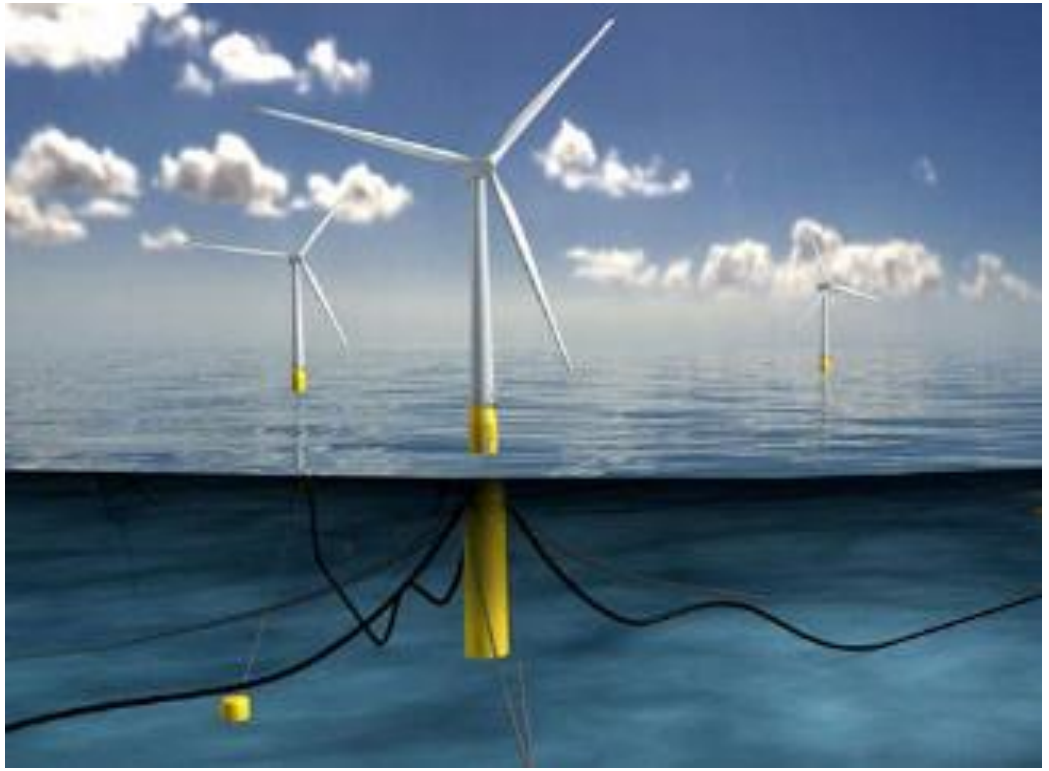
(by year of commissioning)



Sources: BNEF June 2020, 4Coffshore, internal analysis

Active participation and growing track record

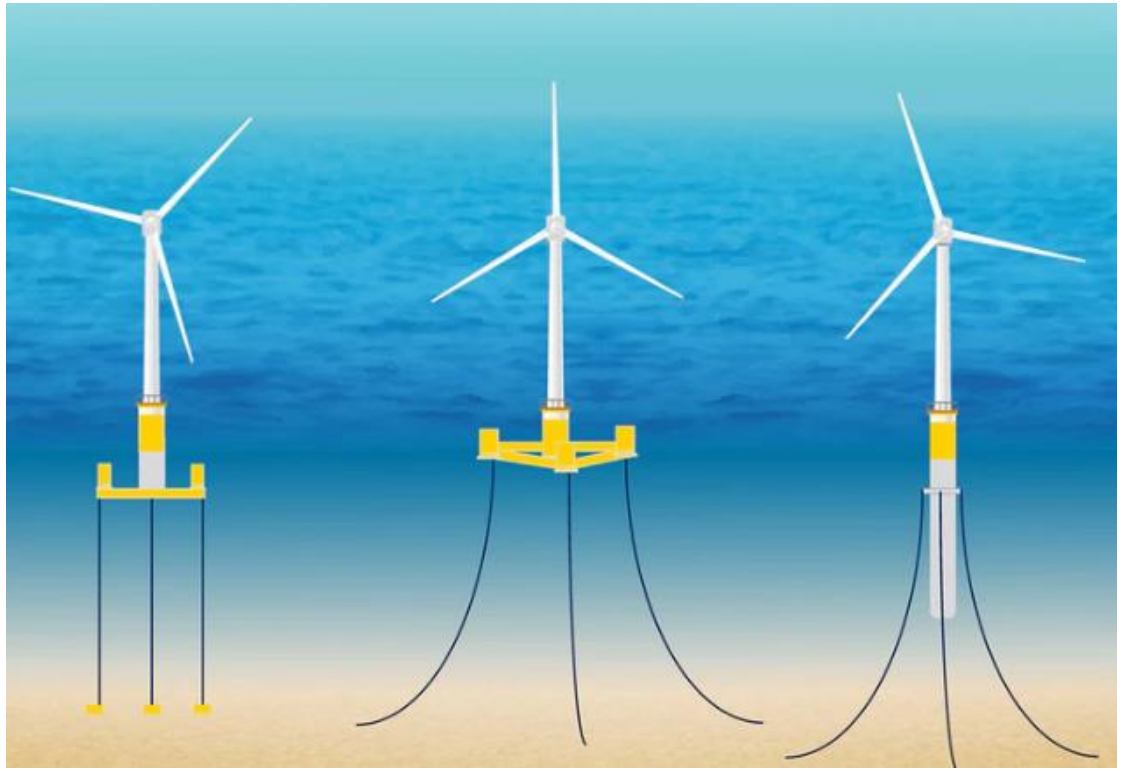
- Equinor Hywind, Scotland
  - Demonstrator project completed in 2017 with five floating wind turbines on steel spar structures
- Equinor Hywind Tampen, Norway
  - Ongoing development designed to provide off-grid power to a number of offshore facilities.
  - 11 floating wind 8MW turbines on concrete spar structures
- Minor equity stake in Ideol
  - Insight into development of floating concepts and technology



Hywind dynamic cables

Typical scope of work in floating turbine projects

- Design and engineering
- Fabrication of floating structure
- Procurement of mooring lines and cables
- Installation of the turbine on the floating structure
- Towing to site
- Installation of mooring lines and connection to floating structure
- Installation of dynamic cables



Floating turbine designs

Established capabilities to be a key player in an emerging market

- Highly transferable expertise in delivering large complex offshore projects involving floating structures, mooring systems and dynamic cables
- Combined with existing track record in delivering offshore fixed wind

25+ years' experience in engineering and fabrication of complex moored **floating systems**

Long history of **towing** large floating facilities to deep water locations worldwide

Execution of more than 60 **moored installation** projects worldwide

Extensive track record of the supply and installation of **dynamic cables**

Agenda

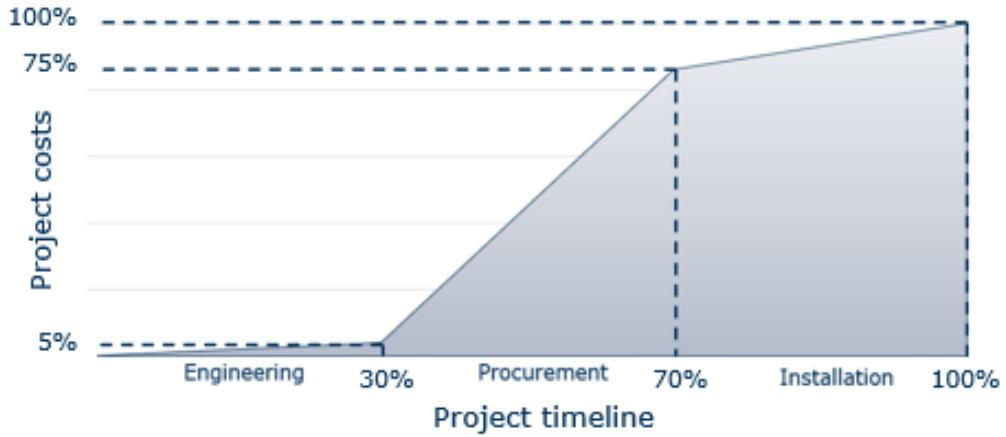
1. Introduction
2. Offshore wind industry
3. Seaway 7
4. Case studies
5. Q&A
6. Floating wind
7. Financials
8. Closing
9. Q&A

Ricardo Rosa
CFO

Contracts and accounting treatment

- Most contracts are lump sum
  - Treated as a single performance obligation
  - Revenue recognised over time on a percentage completion (POC) basis
  - Margin recognition from 5% POC onwards
  - Constant project margin recognised throughout
- T&I contracts
  - Contract values range from $50-150 million for up to 2 years' work
  - Revenue mainly recognised in the offshore phase
- EPCI contracts
  - Contract values can range from $150 million to over $1 billion for up to 3 years' work
  - Procurement can range from 60-80% of total costs

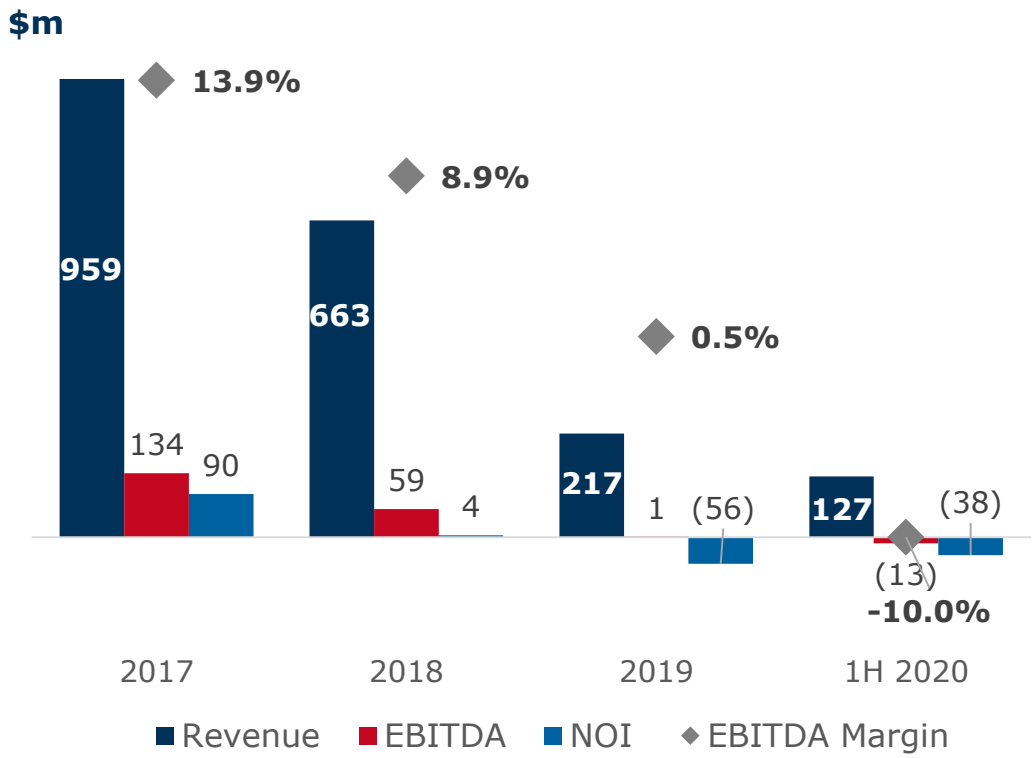
Timeline for a typical BOP EPCI contract



Procurement costs can vary by +/- 10% of total cost depending on foundation type, cable size, water depth, distance from shore

Historical performance of Renewables and Heavy Lifting

- Performance in recent past was adversely impacted by:
  - Significant decline in heavy lifting activity in oil and gas
  - Limited number of Renewables EPCI projects
  - Rapid increase in competition in renewables
  - Globalisation of the business into Asia and North America

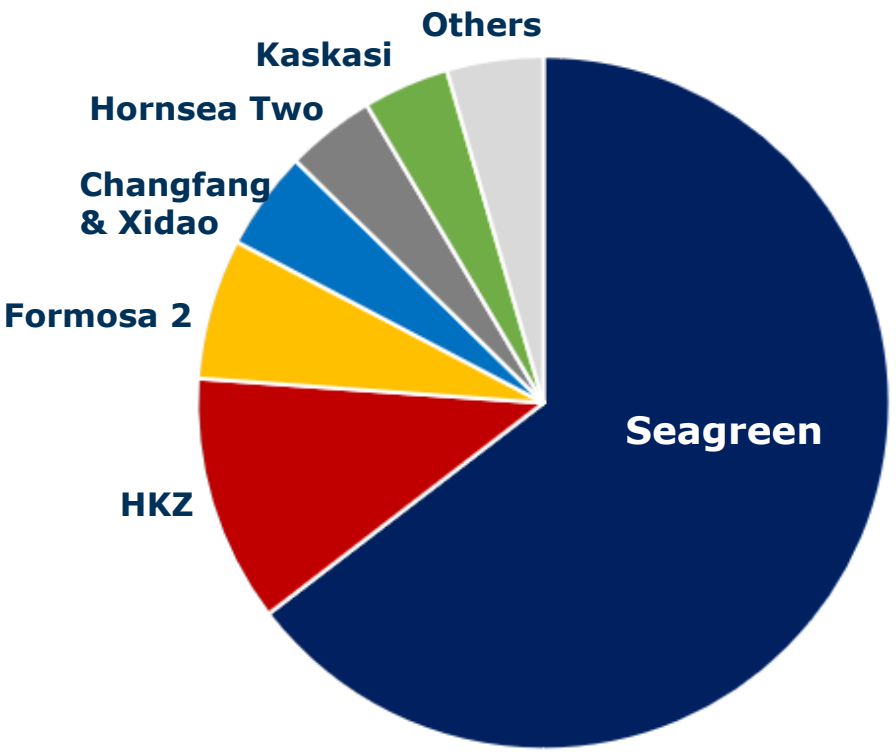


Streamlining Renewables

- Organisational changes:
  - Creation of dedicated EPCI team
  - New team dedicated to floating wind
- Targeting specific clients and projects aligned to our capabilities
  - Pursuit of differentiated, integrated offering with offshore cables business
- Greater leverage of Subsea 7's resources and expertise to improve operational performance
- Organisational streamlining completed in 2019:
  - Annual cost savings of ~$20 million
- Significant increase in backlog in 2020

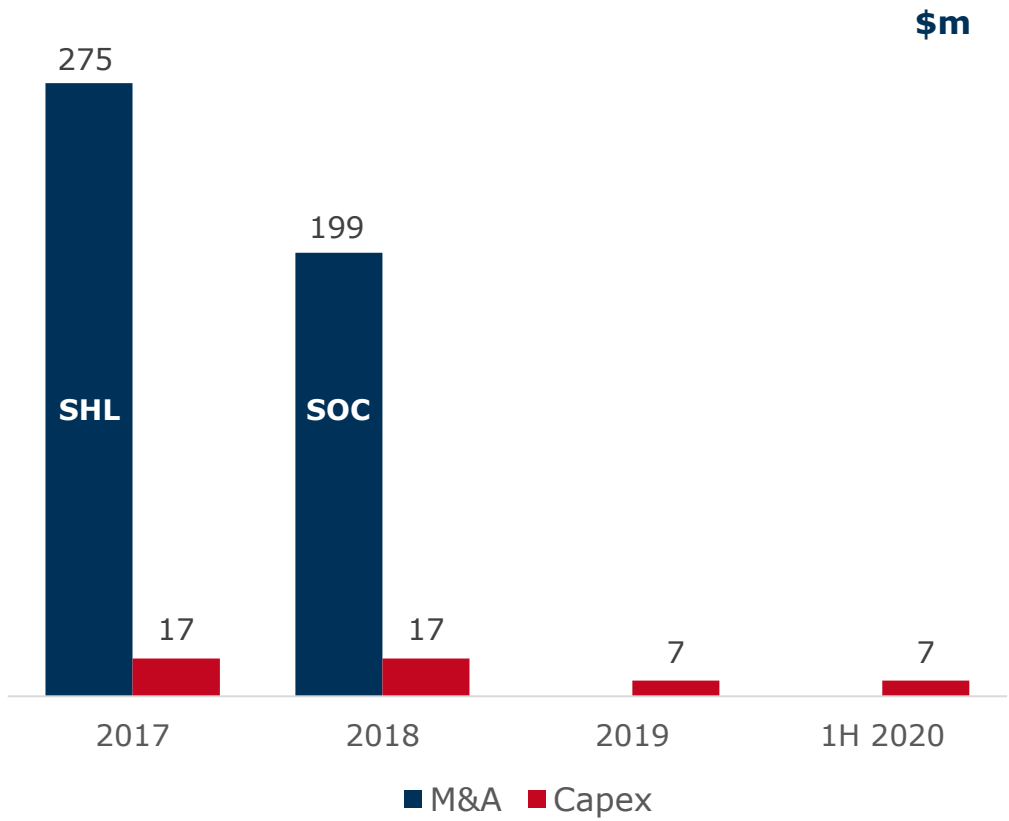
Renewables backlog

Q2 2020: $2.2bn



Significant investment in renewables since 2017

- Since 2017, Subsea 7 has invested ~$0.5bn to strengthen presence in renewables, acquiring:
  - Remaining 50% of Seaway Heavy Lifting
  - 100% of Seaway Offshore Cables
- Current objective is to achieve sustainable returns from the existing resource base
- Open to opportunities for growth through acquisition in a disciplined manner



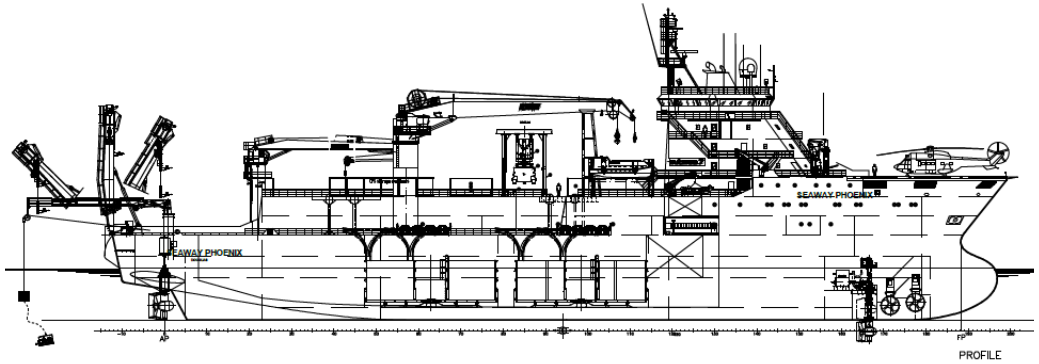
Future Capital Expenditures

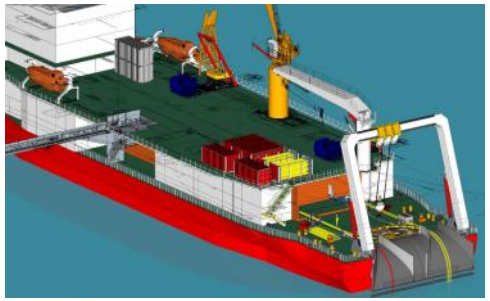
- Lower capital intensity anticipated going forward:
  - High level of investment by traditional shipowners reducing capacity constraints
  - General acceptance of subcontractor model by developers
  - Lower differentiation between renewables vessels than those utilised in oil and gas
  - Some scope to utilise spare capacity in SURF fleet through "double-hatting" or conversion
- Disciplined investment in new vessels will be driven by market growth and size of structures
- Sustaining capex approximately $10 million per year excluding upgrades

Seven Borealis installing transition pieces on Borkum

Seven Phoenix conversion to renewables cable lay

- Approximately $25 million to convert Seven Phoenix to cable lay:
  - Hull suited to cable lay
  - Fitting a new cable lay system
  - Modernising remaining equipment
  - Relatively low cost and fast conversion
  - 15-year design life
- Due to join the active fleet in Q2 2021
- Fully booked in H2 2021 and 2022
- Matching the capability of cable lay vessel Seaway Aimery
- Supported by a strong pipeline of cable lay projects





Seven Phoenix conversion planning

Financial framework for the near to medium term

~$1 billion
Average revenues per year

- More frequent EPCI and integrated awards as the market matures
- Early engagement and innovation
- Continued presence in T&I and cable lay
- Growth in emerging renewables markets
- Growth in floating wind
- Expansion of service offering

>10% EBITDA
Long term,
sustainable margin

- Improving EBITDA margins targeting a sustainable 10% level
- Collaborative relationships with emerging developers
- Higher proportion of value-added services
- Continued operational innovation
- Greater use of technology

9-14% ROAIC(1)
Expected return

- Capital discipline in reinvesting in the fleet
- Use of subcontractors to reduce capital intensity
- Tight working capital management, targeting neutral or negative positions
- Consistent free cash flow

(1) Return on average invested capital

Agenda

1. Introduction
2. Offshore wind industry
3. Seaway 7
4. Case studies
5. Q&A
6. Floating wind
7. Financials
8. Closing
9. Q&A

Proactive participation in Energy Transition

- Delivering successful renewables projects since 2009
- Capturing opportunities in the high growth offshore fixed and floating wind markets
- Differentiating through a reliable EPCI offering
- Leveraging our global reach and risk management to execute complex projects
- Generating free cash flow to underpin returns to Subsea 7 shareholders
- Creating sustainable value for all our stakeholders

Q&A

THANK YOU

ir@subsea7.com