



subsea 7

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EVP Commercial

Pareto Oil and Offshore conference

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Certain statements made in this presentation may include 'forward-looking statements'. These statements may be identified by the use of words like 'anticipate', 'believe', 'could', 'estimate', 'expect', 'forecast', 'intend', 'may', 'might', 'plan', 'predict', 'project', 'scheduled', 'seek', 'should', 'will', and similar expressions. The forward-looking statements reflect our current views and are subject to risks, uncertainties and assumptions. The principal risks and uncertainties which could impact the Group and the factors which could affect the actual results are described but not limited to those in the 'Risk Management' section in the Group's Annual Report and Consolidated Financial Statements for the year ended 31 December 2015. These factors, and others which are discussed in our public announcements, are among those that may cause actual and future results and trends to differ materially from our forward-looking statements: actions by regulatory authorities or other third parties; our ability to recover costs on significant projects; the general economic conditions and competition in the markets and businesses in which we operate; our relationship with significant clients; the outcome of legal and administrative proceedings or governmental enquiries; uncertainties inherent in operating internationally; the timely delivery of vessels on order; the impact of laws and regulations; and operating hazards, including spills and environmental damage. Many of these factors are beyond our ability to control or predict. Other unknown or unpredictable factors could also have material adverse effects on our future results. Given these factors, you should not place undue reliance on the forward-looking statements.

Subsea 7 is a world-leading seabed-to-surface engineering, construction and services contractor to the offshore energy industry.

We provide cost-effective technical solutions to enable the delivery of complex projects in all water depths and challenging environments.

Our core values

Safety

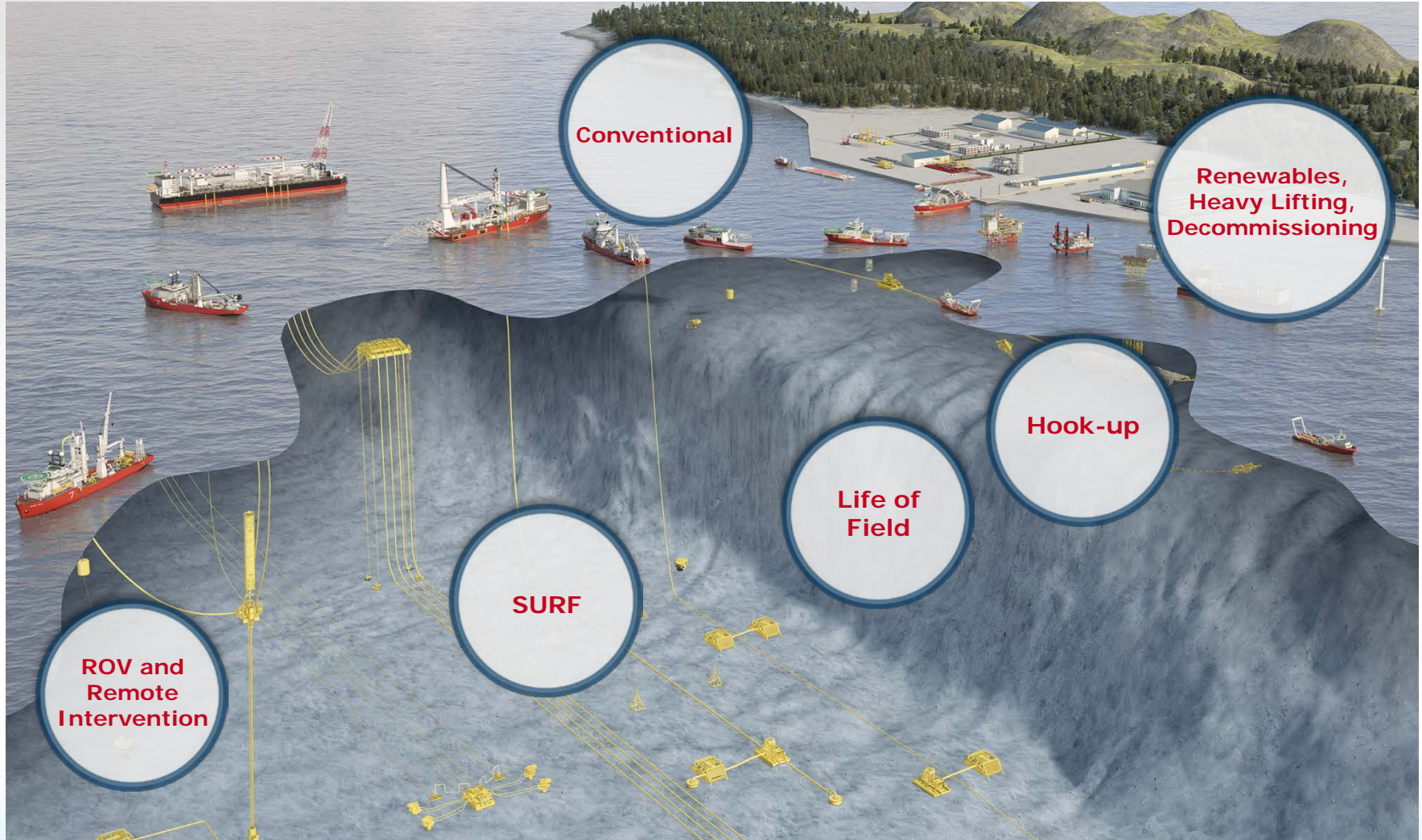
Integrity

Innovation

Performance

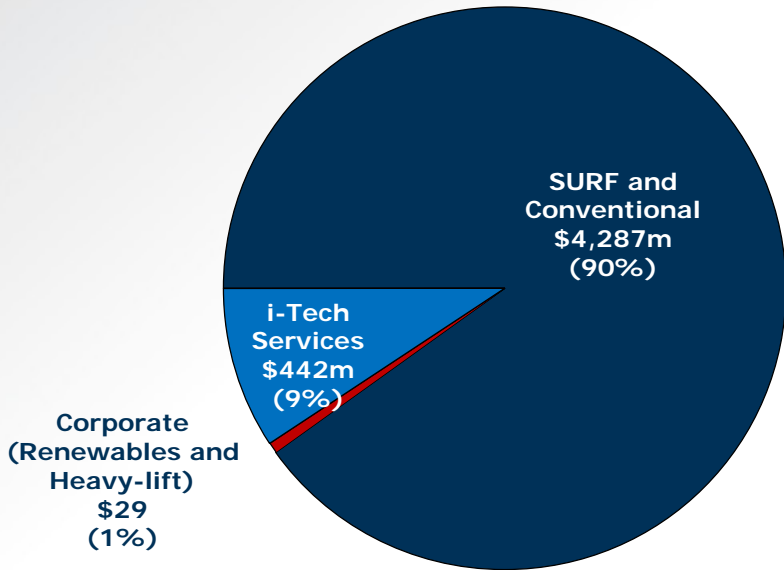
Collaboration



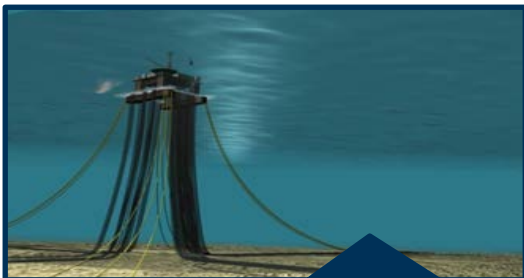
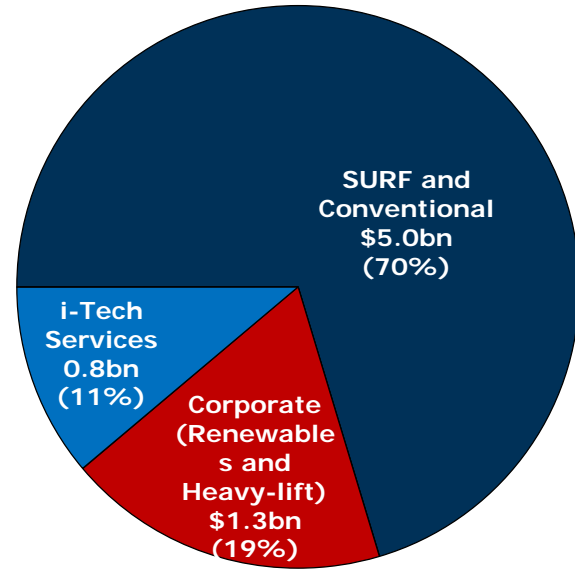


Our market segments

2015 Revenue:
\$4.8 billion



Latest Backlog:
\$7.1 billion



SURF



i-Tech Services



Renewables and Heavy-lift

Our key attributes differentiate us

- **People**

- Project delivery based on our expertise and know-how

- **Technology**

- Market driven and cost-effective solutions

- **Assets**

- A diverse fleet of vessels and strategically positioned global assets

- **Local presence**

- Building strong local businesses and embedding local capability



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seabed-to-surface

Actively **adapt to industry conditions** without losing focus on **long term strategic priorities**



Technology and innovation

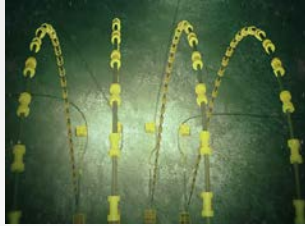


Ways of Working



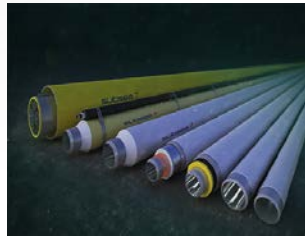
Alliances and Partnerships

Riser Systems



Market leading portfolio of riser systems

Flowline Systems



Developing flowline solutions enabling optimum field architecture – Flow assurance

Bundles



Enhancing Pipeline Bundle technology solutions for the global market.

Subsea Processing

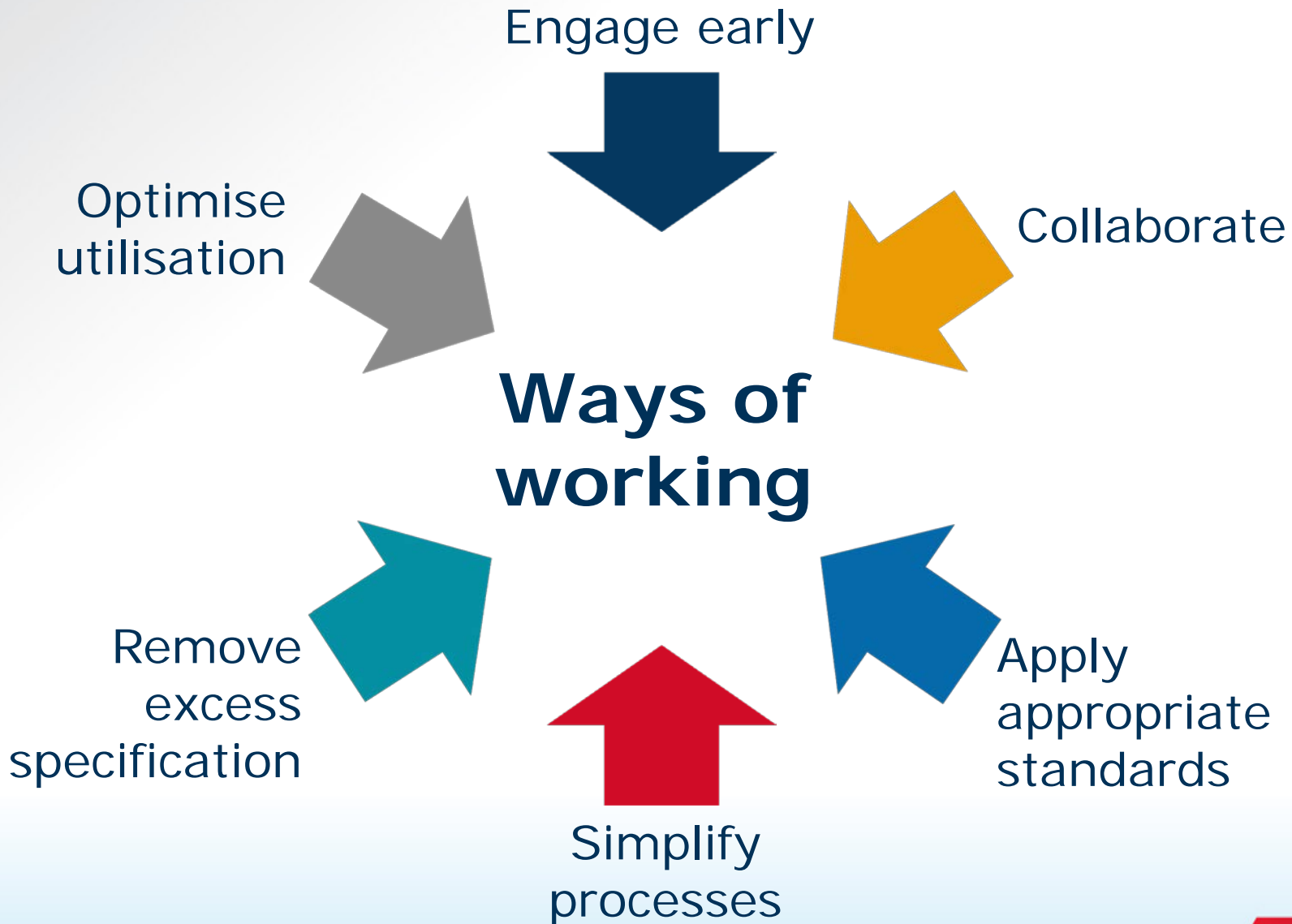


Integrating compact subsea processing systems into our solutions

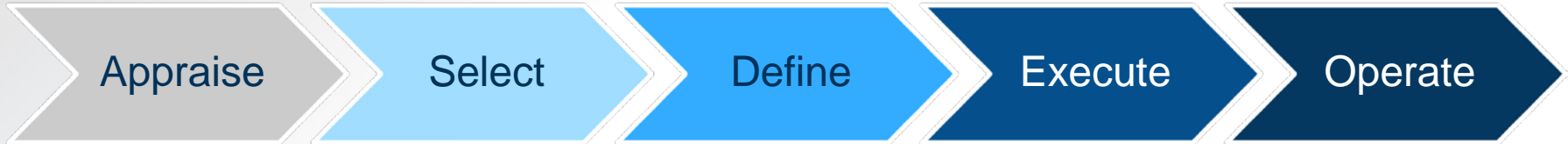
LOF & remote intervention



Developing LOF services, products and solutions for the future



Form alliances with market leading partners



Engaging Early to Deliver Value

KBR



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Enhanced Production
& Recovery

Accelerated
Execution

Cost & Risk
Reduction



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- We have developed long-term preferred supplier agreements with several clients
- These partnerships are built on integration, collaboration and alignment of objectives
- They deliver benefits through the full development life cycle, from concept to first oil



DETNORSKE

centrica
energy



PremierOil



MOLGROUP

Business Unit outlook

- The foreseeable future remains challenging
- We are driving change within the Group and across the industry to adapt to the lower oil price environment
- Innovation is central to creating a sustainable low cost, high quality service for our clients
- We are positioned strongly to win and execute projects, but market activity remains low
- The long-term outlook for deepwater oil and gas production remains intact



Q & A

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