



Investor Presentation

December 2018



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Subsea 7 – In Summary

Our vision is to be acknowledged by our clients, our people and our shareholders as the leading strategic partner in seabed-to-surface engineering, construction and services.

Subsea 7 provides cost-effective technical solutions enabling the delivery of complex projects in all water depths and challenging offshore environment.

We support our customers across the field life-cycle and deliver a comprehensive suite of products and services enabled by our technology, people and assets.

subsea 7

i-Tech⁷

seaway⁷



Subsea Integration Alliance
OneSubsea & Subsea 7



SUBSEA 7 CAPABILITIES ACROSS THE FIELD DEVELOPMENT LIFECYCLE

ENGAGE EARLY TO DELIVER VALUE

Creating value for clients in the earliest stages of project planning, lowering costs and streamlining schedules.

CONCEPT

Input at concept allows for optimisation of later cycle stages.

DESIGN

Robust FEED ensuring minimal change and accurate forecasting during design.

ENGINEER

Detailed engineering by experienced personnel to deliver the best solution.

PROCURE AND FABRICATE

Efficient procurement and high quality fabrication delivered on time.

INSTALL AND COMMISSION

Safe, on-schedule and cost-efficient installations by world-class vessels.

MAINTAIN

Effective and responsive maintenance reducing cost of ownership.

EXTEND

Maximised return on investment by utilising new technologies and tie-back solutions.

DECOMMISSION

Facilitated abandonment and decommissioning with heavy lift vessels.

SOLUTIONS THAT DELIVER VALUE TO CLIENTS

Early engagement through global alliances and client partnerships optimises the solutions Subsea 7 can provide

EXECUTING PROJECTS AND SERVICES THAT MEET CLIENT EXPECTATIONS

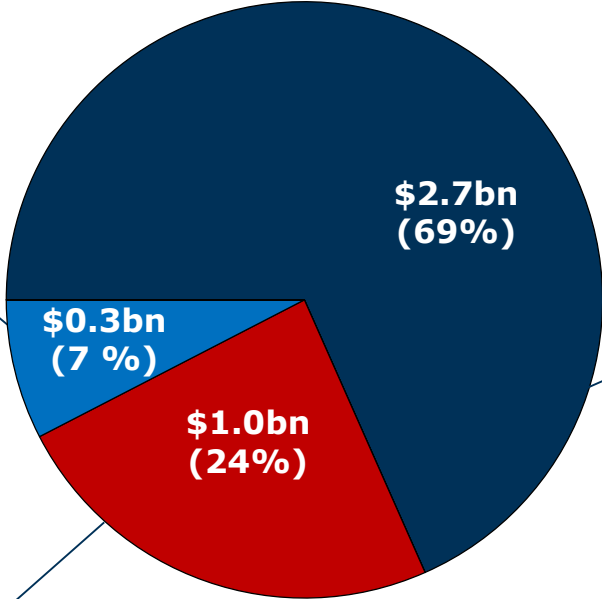
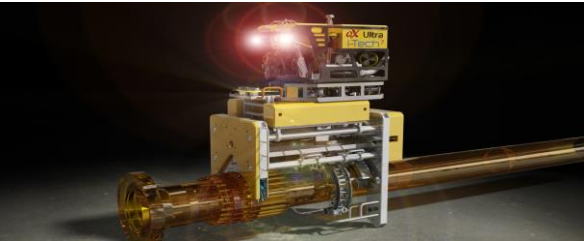
An extensive track record of safely executed projects worldwide makes Subsea 7 a market-leading provider

Our market segments

2017 Revenue \$4.0 billion

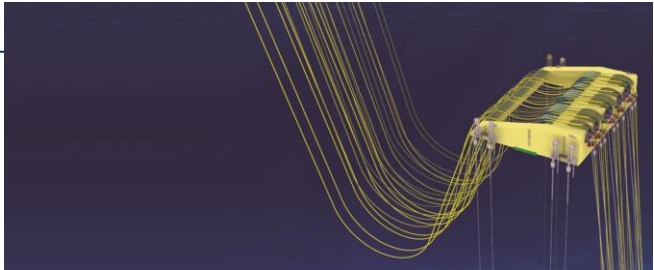
i-Tech Services

Leading Life of Field partner for clients throughout the oil and gas industry



SURF and Conventional

Delivering subsea systems that connect seabed wellhead structures to surface production facilities



Renewables and Heavy Lifting

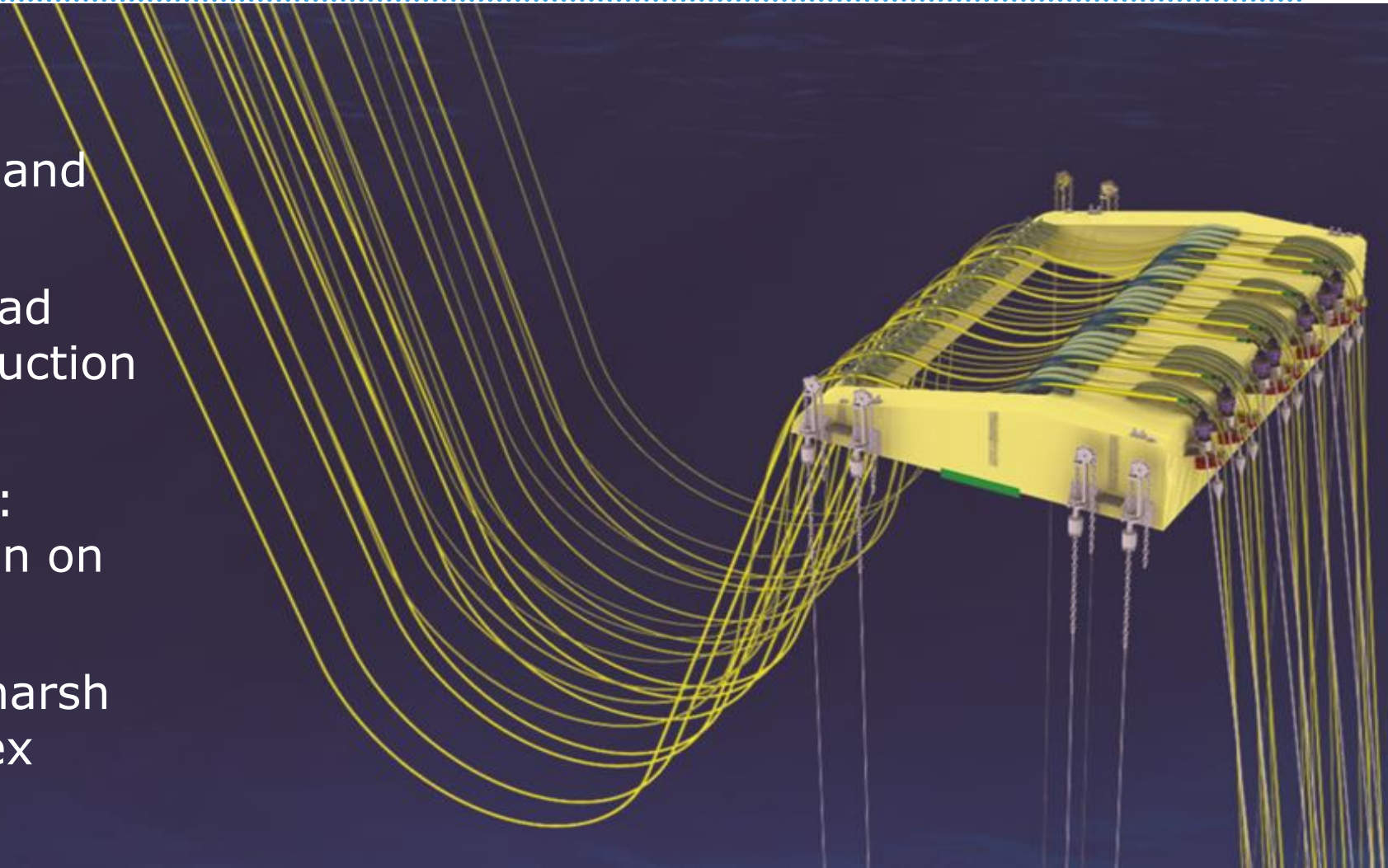
Delivering balance of plant for offshore energy developments



SURF and Conventional

SURF and Conventional

- Subsea Umbilicals, Risers and flowlines (SURF)
- Connecting seabed wellhead structures to surface production facilities
- Over 20 year track record: safe and efficient execution on over 1,000 projects
- Operating in remote and harsh environments with complex challenges and risks



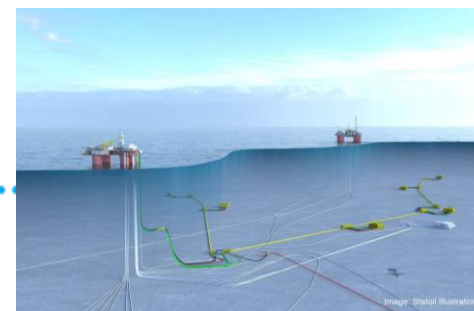
SURF and Conventional – some of our activities



PUPP (Nigeria)



WND Ph.2/GFR (Egypt)



Snorre (Norway)



Pipeline Bundles fabrication



4 Decks (Saudi Arabia)



Hasbah (KSA)



Swagelining fabrication

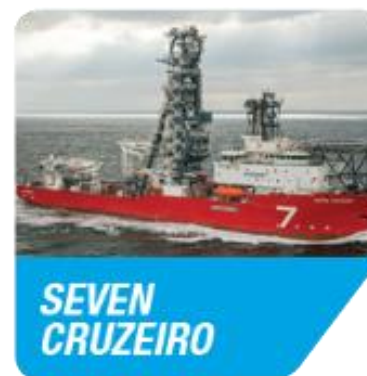


PLSVs (Brazil)

Our PLSV activities offshore Brazil

Servicing life of field and new construction needs for Petrobras in all water depths

- Long-term day-rate contracts to 2021 / 2022
- Performing production maintenance and new construction activities
- \$0.95bn of firm backlog (at Q3)
- July 2017: contract extensions awarded under same day-rates for 550t top tension PLSVs



550t purpose-built vessels capable of laying pipe in ultra-deep water

i-Tech Services

- Leading Life of Field partner for clients throughout the oil and gas industry
- Over 35 year's experience

- Over 165 ROVs and a fleet of ROV support vessels
- Global business with operational bases in the UK, Brazil, the US and Australia



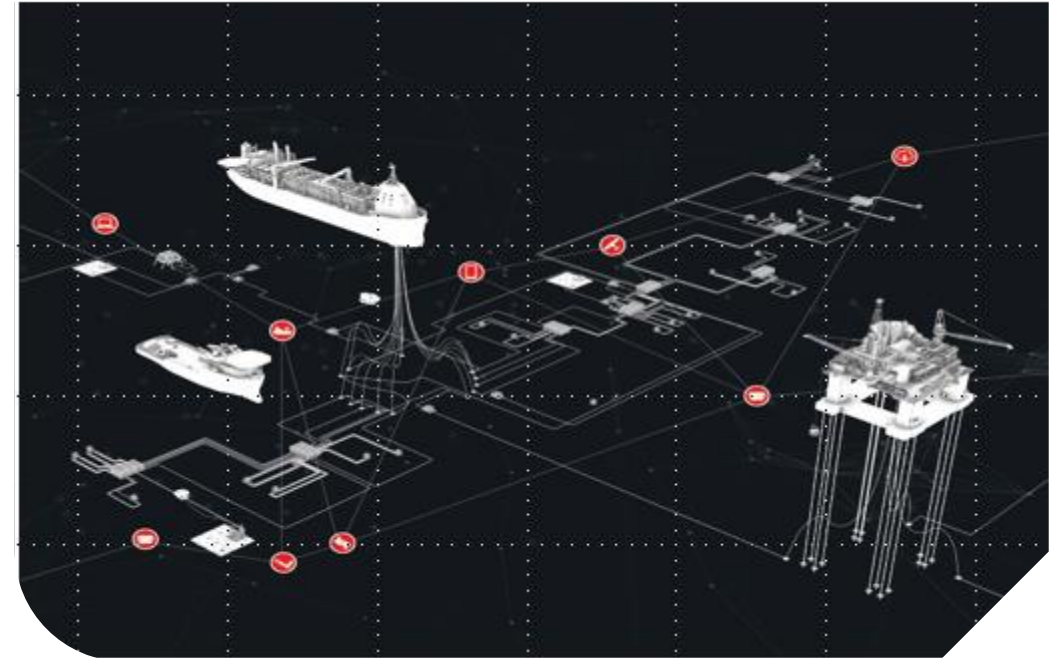
i-Tech Services: products and services

Integrated solutions built on core products and services

- ROV Intervention
- Diving
- Survey, Inspection & Data Management
- Well simulation & sampling
- Tool Management & Engineering Solutions
- Pipeline Repair & Tree Installation

Highly skilled and experienced people

Innovative technologies



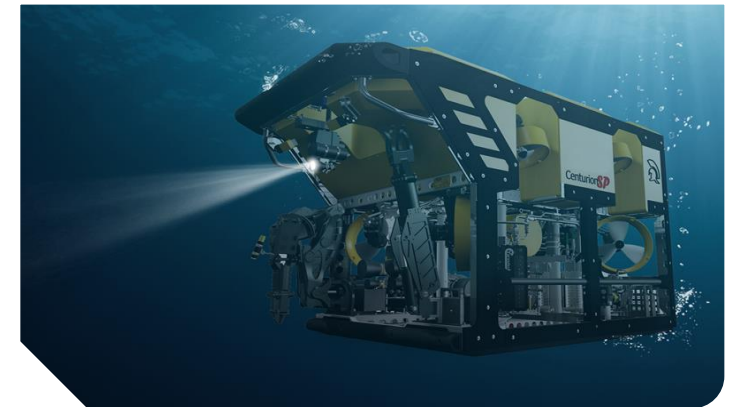
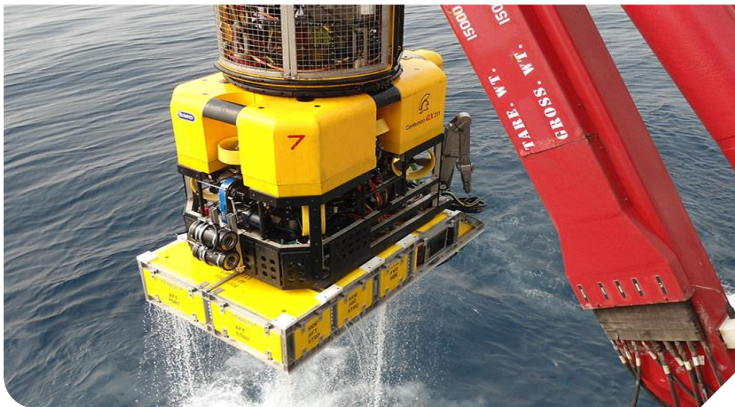
i-Tech Services track record

Over 1000 successful Inspection, Repair and Maintenance projects completed

Over 300 successful hydrocarbon sampling missions using ROVs

Over 18,000 intervention tooling products designed, delivered and managed

ROV drill rig exploration support worldwide since 1976



Global experience, world-class technology and assets

Renewables and Heavy Lifting



11%
forecast for
CAGR in
renewables



1000
experienced
personnel



2
EPCI
projects
ongoing



4
specialist
offshore
vessels

Renewable and Heavy Lifting contract models



seaway⁷

EPCI

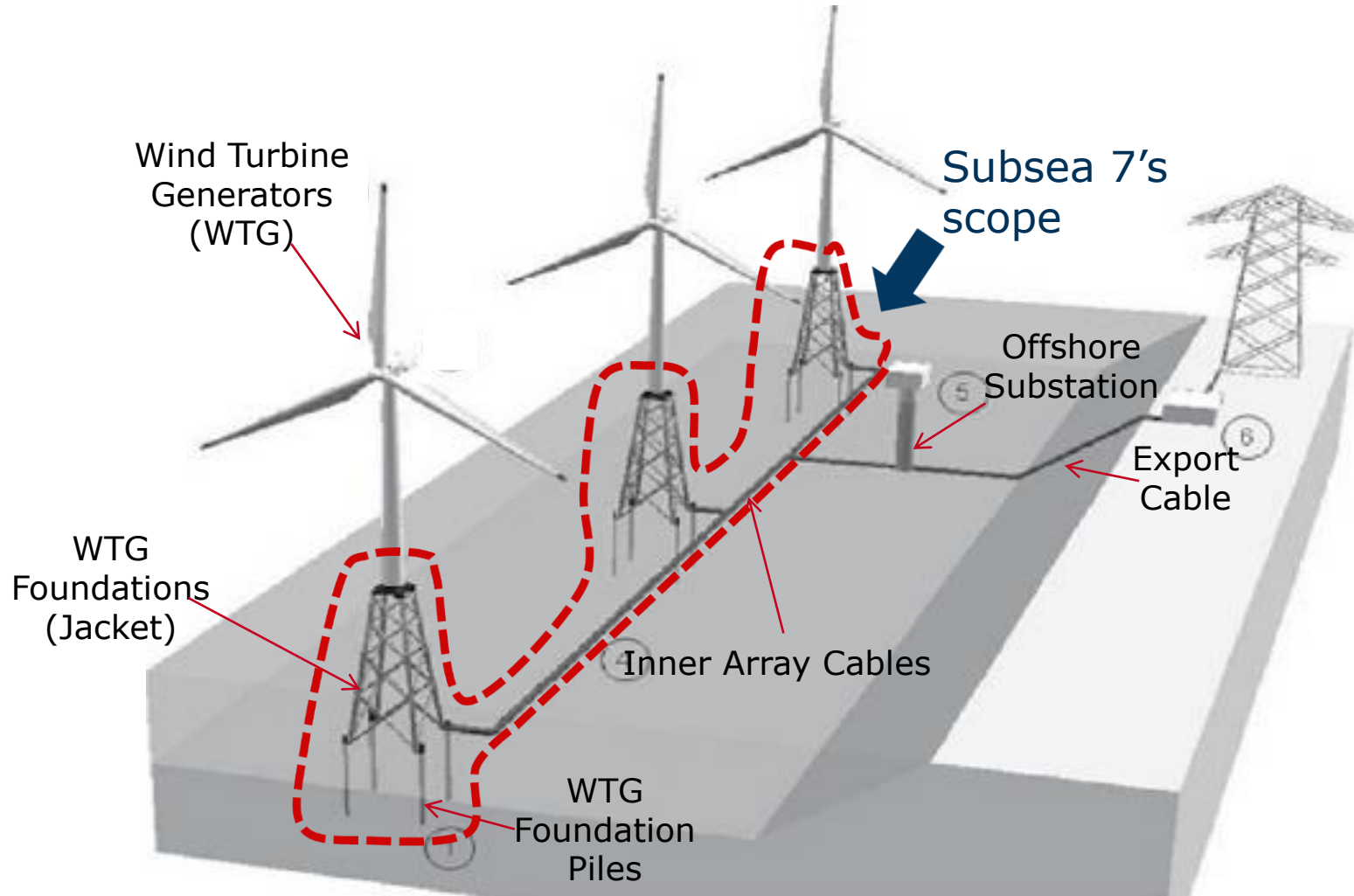
- Transferable skills and synergies from oil and gas
- Longer time from tender to execution
- Early engagement and engineering
- Procurement costs can be >50%
- Potential to integrate heavy lifting and cable lay services

T&I

- Heavy lifting in oil and gas sector as well as renewables
- Shorter time from tender to execution
- Lower barrier to entry increasing competition

What we do to reduce contribution to climate change

Subsea 7's input to Renewable Energy



Subsea 7 (RHL) are typically contracted to carry out:

1. Design, procurement and installation of foundation piles and jackets (SHL)
2. Design procurement and installation of Inner Array Cables (SOC)
3. Installation of the Offshore Substation and its foundations (SHL)

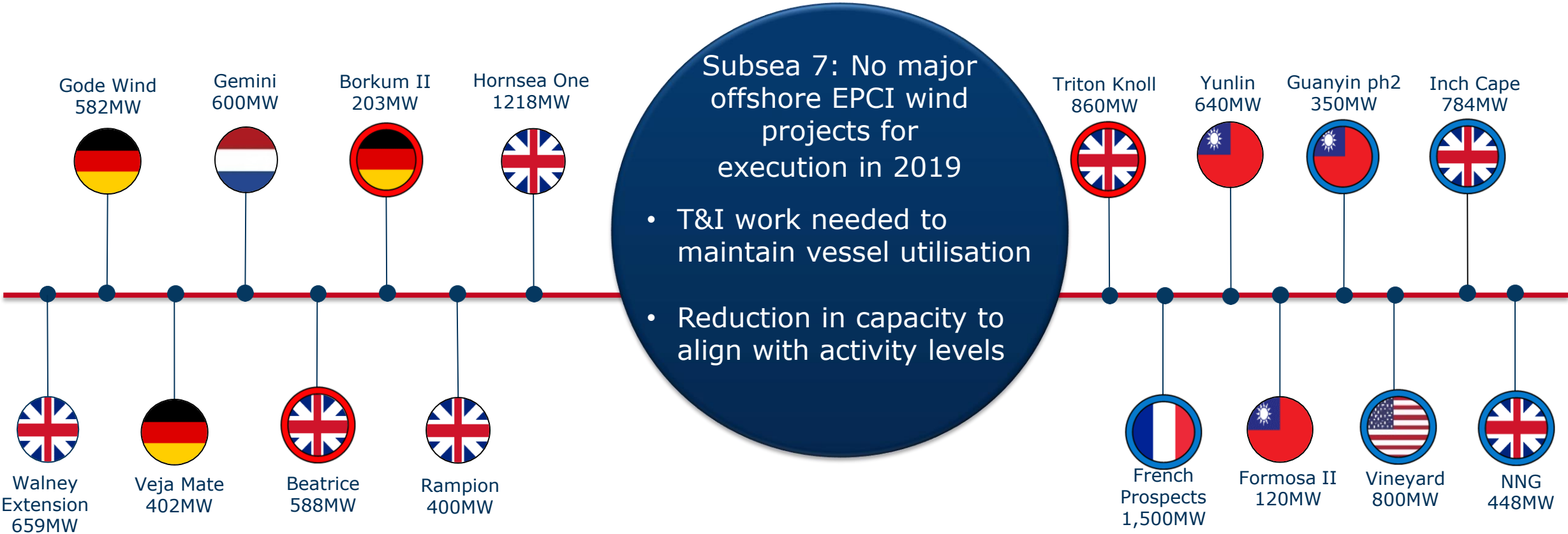
Subsea 7 (RHL) do not currently carry out installation or procurement of:

1. Wind Turbine Generators
2. Export Cables

Large offshore wind farm projects

Pre-2019

Post-2019





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What we do

Our differentiators

Our priorities

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Our shared Core Values

What is most important to us as we conduct our business.



Safety

We are committed to an incident-free workplace every day, everywhere. We continue to minimise the impact of our activities on the environment.



Performance

We are predictable and reliable in our performance. We always strive for excellence in everything we do in order to achieve superior business results.



Integrity

We apply the highest ethical standards to everything we do. We believe that by treating our clients, people and suppliers fairly and with respect, we will earn their trust and build sustainable success together.



Collaboration

We are locally sensitive and globally aware. Our people work together, leveraging our global know-how and capabilities to build sustainable local businesses.



Innovation

We constantly strive to improve the efficiency of our business by investing in the development of our people through innovation in technology operations and processes.

Our value proposition

Experience

Creating value for our **Clients** through strong long-term relationships and excellent execution

Expertise

Creating value for our **Shareholders** by investing for the future while maintaining a strong financial position

Scale

Creating value for our **People** with continual investment in safety, security, skills and development

Reliability

Creating value for **Society** through engaging and respecting the environments and communities we work in worldwide

Relationships

Financial
profile

Competitive landscape for full life cycle integrated solutions

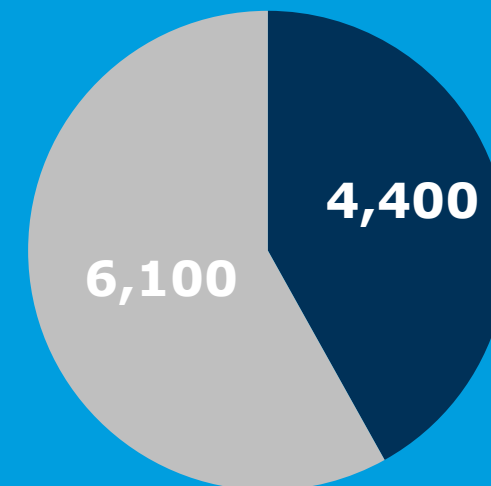
EXPLORATION GEOPHYSICS	DOWN-HOLE / DATA	FEED	SPS / MANUFACTURE	EPIC	LIFE OF FIELD/ WELL SERVICES	DECOMMISSIONING
Schlumberger	Schlumberger	subsea 7 KBR xodus GROUP	OneSubsea Schlumberger Subsea Integration Alliance	subsea 7 Subsea Integration Alliance	subsea 7 i-Tech 7	subsea 7 Seaway Heavy Lifting
TGS	Weatherford	TechnipFMC GENESIS	TechnipFMC	TechnipFMC	TechnipFMC	TechnipFMC
PGS	HALLIBURTON	SAIPEM XSIGHT BY SAIPEM	AkerSolutions	SAIPEM	---	SAIPEM
CGG	BAKER HUGHES a GE company	io	BAKER HUGHES a GE company	MODERNOT	OCEANEERING	AkerSolutions
	Core Lab	WOOD GROUP KENNY INTECSEA WorleyParsons Group AkerSolutions amec foster wheeler		I/seas sapura energy	FUGRO DCF Subsea	I/seas MARINE CONTRACTORS

Our People

- We deliver projects based on our expertise and know-how
- Our highly skilled and experienced workforce deliver projects safely and reliably



10,500 people in our workforce at end 2017

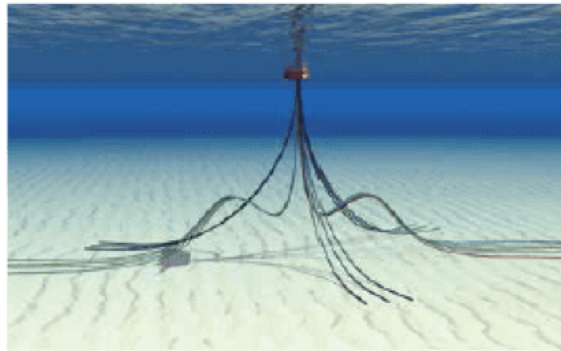
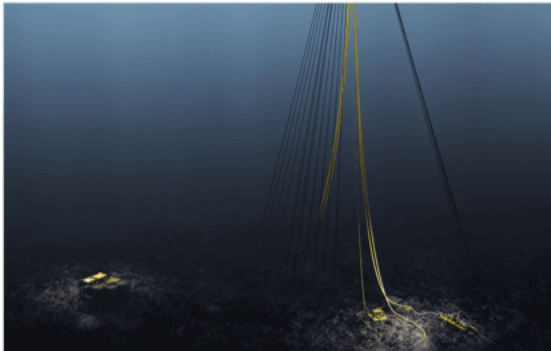


■ Onshore people ■ Offshore people

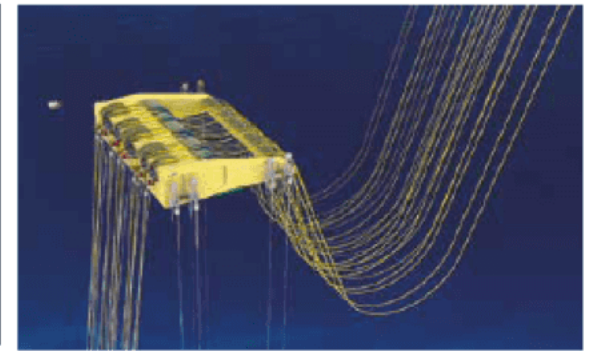
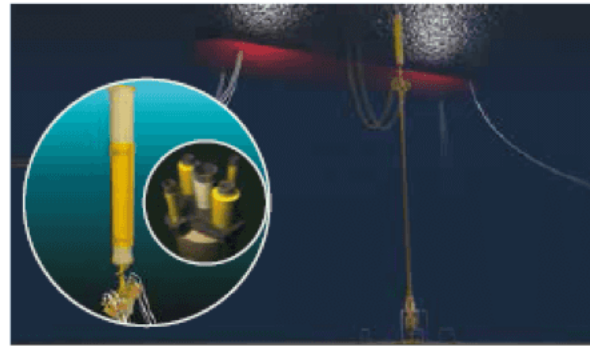
•• A LEADER IN **DEEPWATER RISER SYSTEMS**

- **Cost-efficient** solutions
- Uniquely **wide portfolio** of riser solutions allowing optimised concept selection for each project
- **Strong track-record**, including large EPCI projects
- Optimised riser integration into field development
- **Improved** flow and integrity **performance**

Coupled Systems



Un-Coupled Systems



FLOWLINE SYSTEMS

Developing portfolio of high performance and cost-efficient flowline solutions to enable optimum field architecture.

- Active heating systems - Electrically Heat Traced Flowline Pipe-in-Pipe (EHTF PiP) with most energy efficient system in market
- Longer tie-backs
- PiP with industry leading thermal performance
- Enable more cost efficient solutions
- Integration of continuous health monitoring
- Non-Destructive Testing (NDT)
- Field Joint Coating (FJC)



BUNDLES

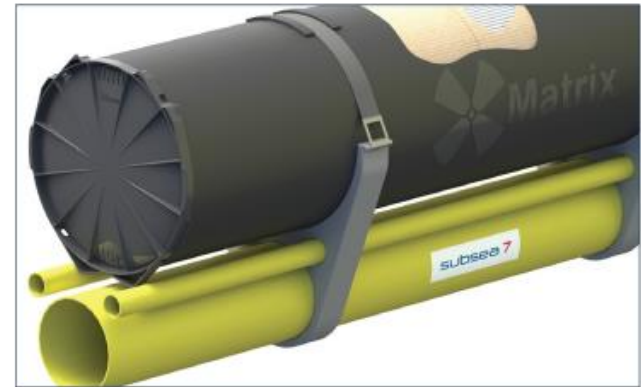
Enhancing Pipeline Bundle technology solutions for global market. Developing towed production systems.

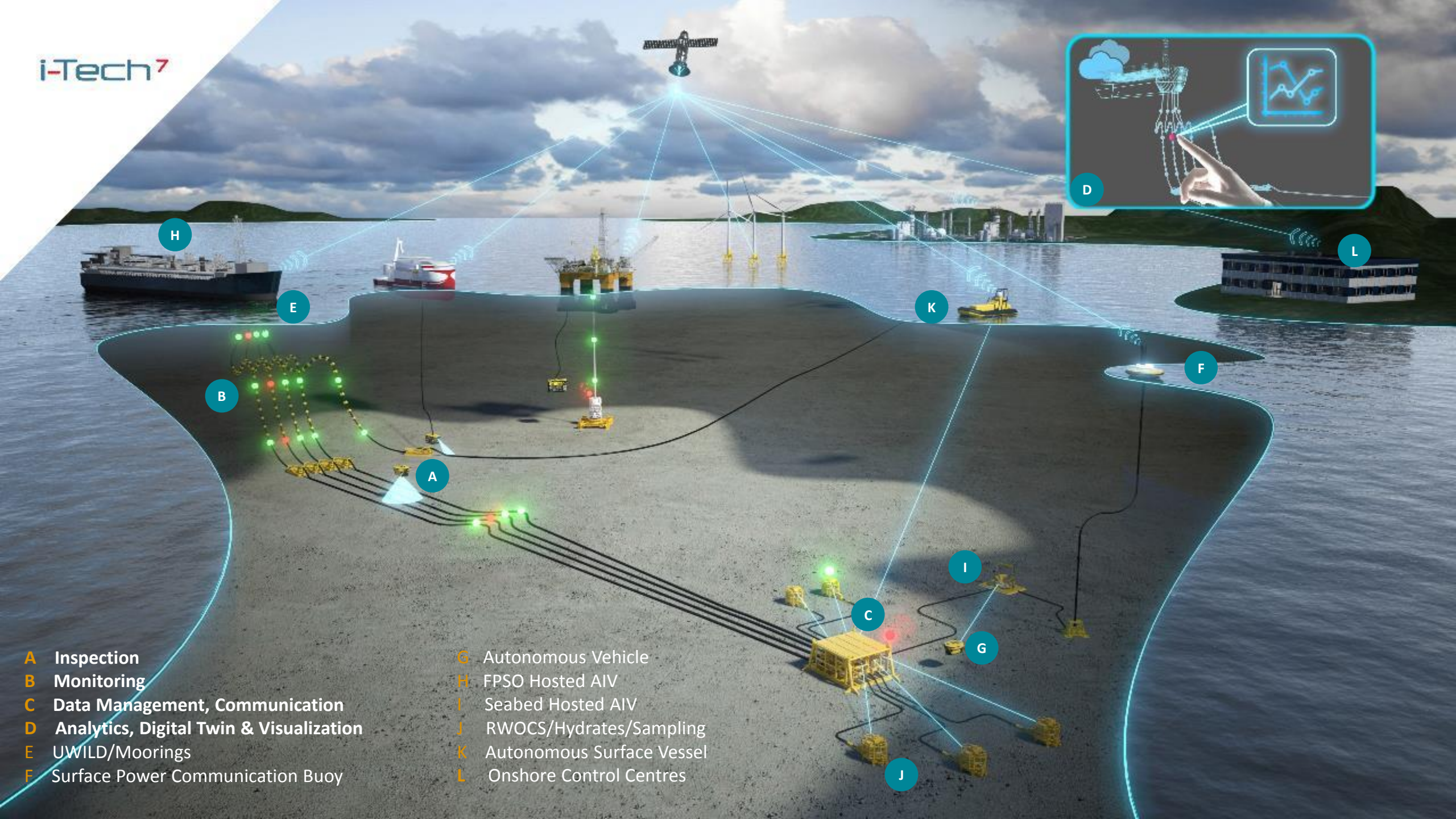
- Multiple flowlines packaged inside a carrier pipe
- Terminates with towhead structures (manifolds)
- Fabricated on-shore in a single length
- Towed to site by CDTM (Controlled Depth Tow Method)



TOWED PRODUCTION SYSTEM

- **Active monitoring** - use Bundle for first adoption
- Increased pressure (20K) and temperature (220°C) ratings to access mature market
- **Deeper water** to increase envelope of Bundles
- Increased length to provide **cost reductions for longer tie-backs**
- Use of composite pipes and structural components to **reduce weight and cost**
- **Integrated process modules**
- **Global migration** of technology solution

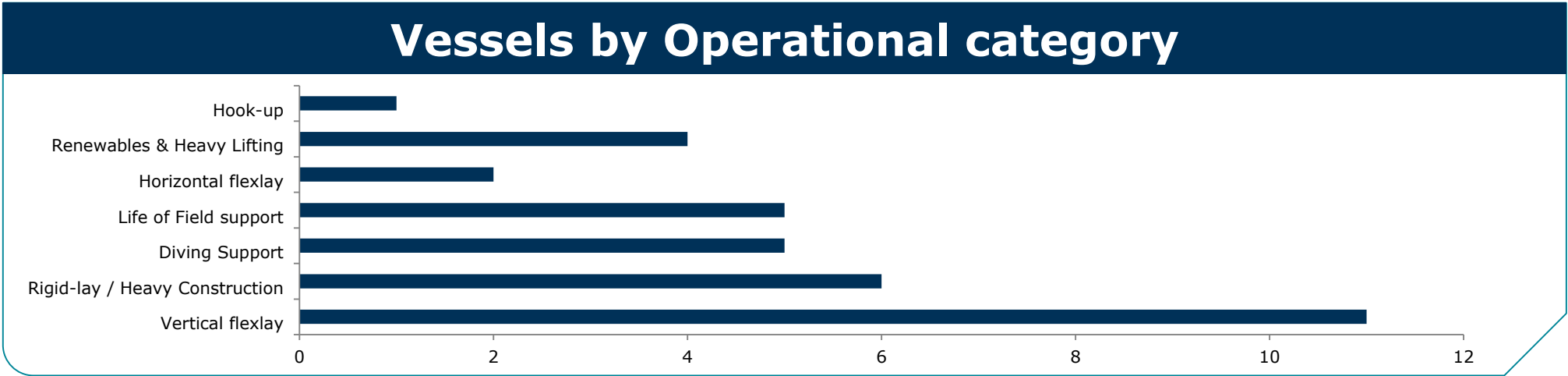
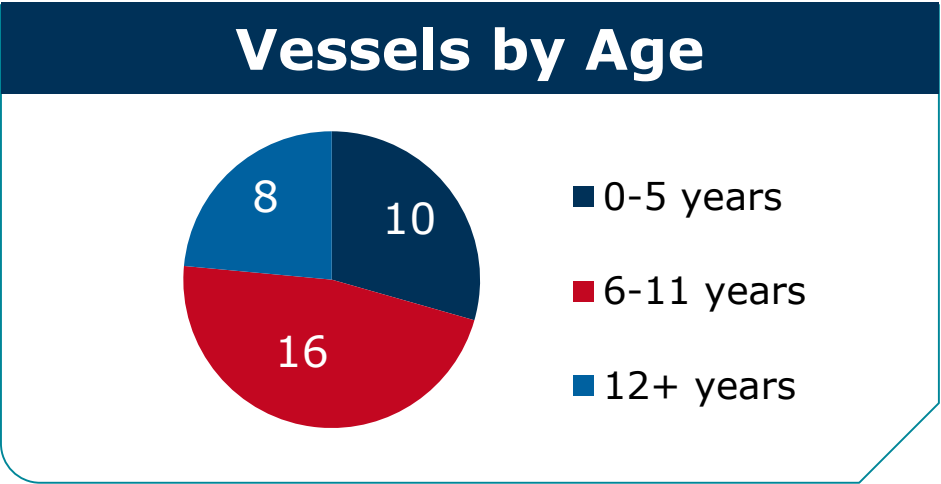
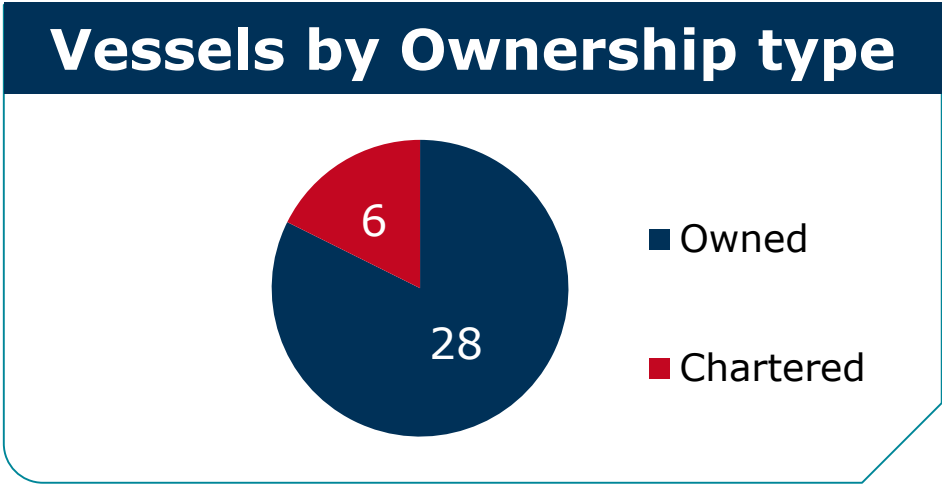




- A** Inspection
- B** Monitoring
- C** Data Management, Communication
- D** Analytics, Digital Twin & Visualization
- E** UWILD/Moorings
- F** Surface Power Communication Buoy

- G** Autonomous Vehicle
- H** FPSO Hosted AUV
- I** Seabed Hosted AUV
- J** RWOCs/Hydrates/Sampling
- K** Autonomous Surface Vessel
- L** Onshore Control Centres

A modern and versatile fleet of 34 vessels



FLEET 34 Vessels including 32 active vessels at end Q3 '18

PIPELAY/HEAVY LIFTING VESSELS

SEVEN ANTARES

SEVEN BOREALIS

SEVEN CHAMPION

SEVEN OCEANS

SEVEN NAVICA

NEW REEL-LAY SEVEN VEGA

SEVEN MAR

SEVEN PACIFIC

SEVEN PHOENIX

SEVEN RIO

SEVEN SEAS

SEVEN SUN

SEVEN WAVES

CONSTRUCTION/FLEX-LAY VESSELS

SEVEN ARCTIC

SEVEN CRUZEIRO

SEVEN EAGLE

NORMAND OCEANIC

SIMAR ESPERANÇA

SKANDI ACERGY

DIVING SUPPORT VESSELS

SEVEN ATLANTIC

SEVEN FALCON

SEVEN KESTREL

SEVEN PELICAN

ROCKWATER 2

RENEWABLES & HEAVY LIFTING VESSELS

SEAWAY AIMERY

SEAWAY MOXIE

OLEG STRASHNOV

STANISLAV YUDIN

LIFE OF FIELD VESSELS

SEVEN VIKING

HARVEY INTERVENTION

AKADEMIK TOFIQ ISMAYILOV

MMA PINNACLE

NORMAND SUBSEA

LIFT/HOOK-UP

SEVEN INAGHA

- ▲ Under Construction Reel-lay Vessel to be named Seven Vega
- ▲ Long-term charter from a vessel-owning joint venture
- ▲ Stacked
- ▲ Chartered from a third party



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What we do

Our differentiators

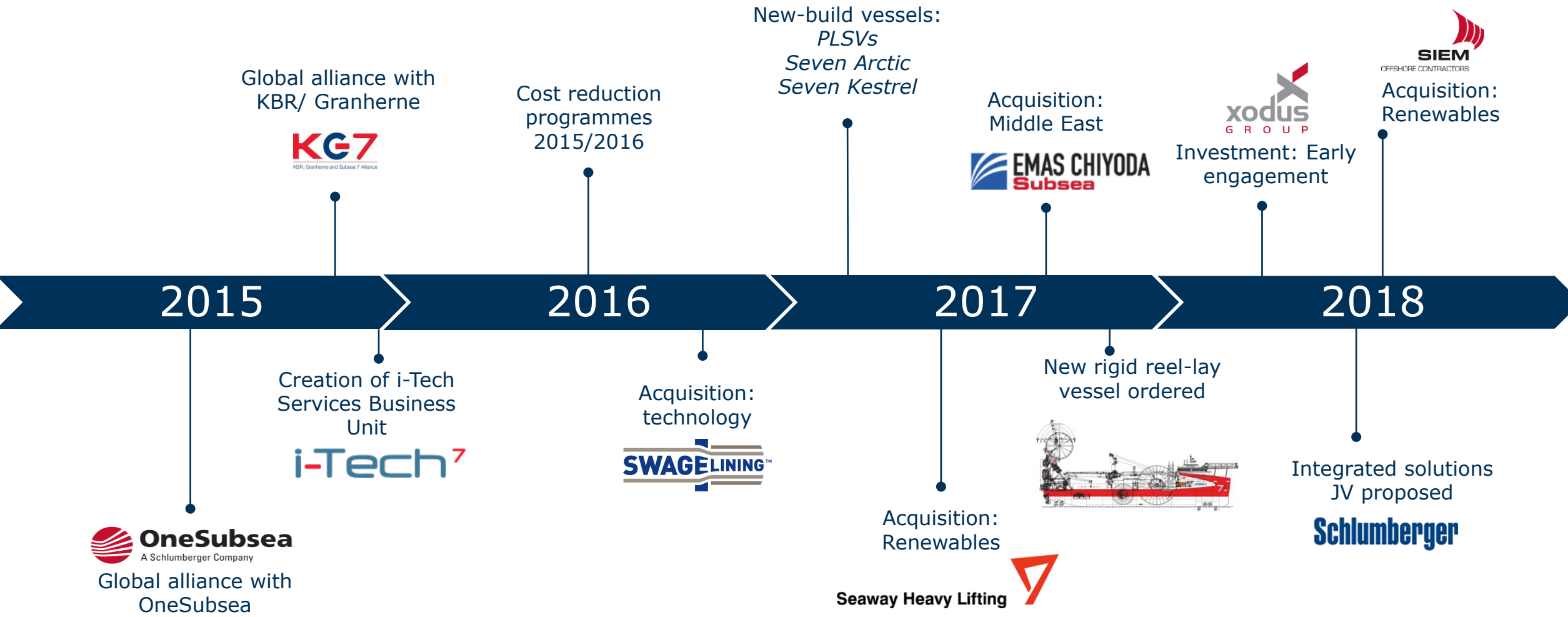
Our priorities

Our outlook

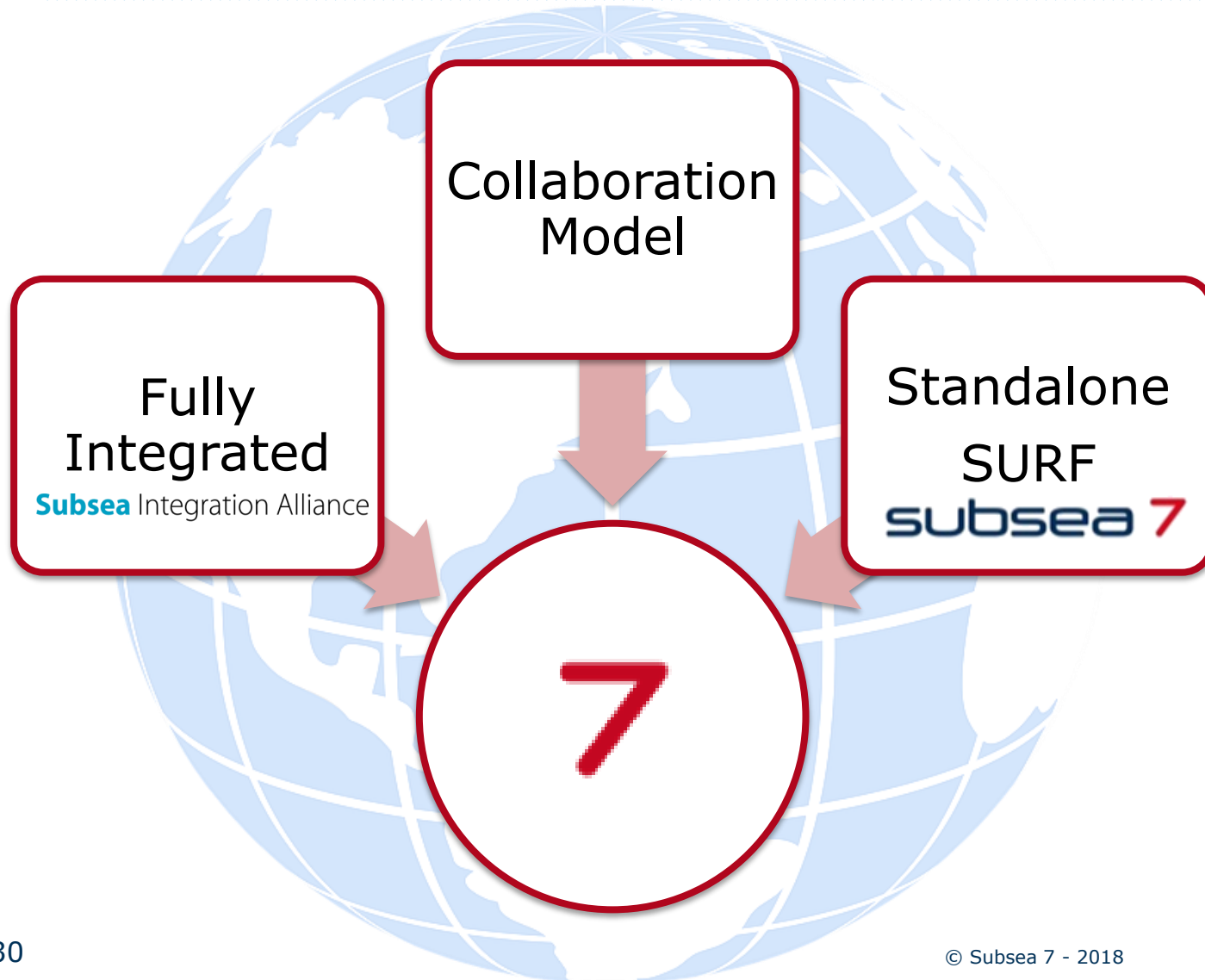
Our financials

Appendix

Subsea 7's approach and strategy through the cycle



Flexible Solutions

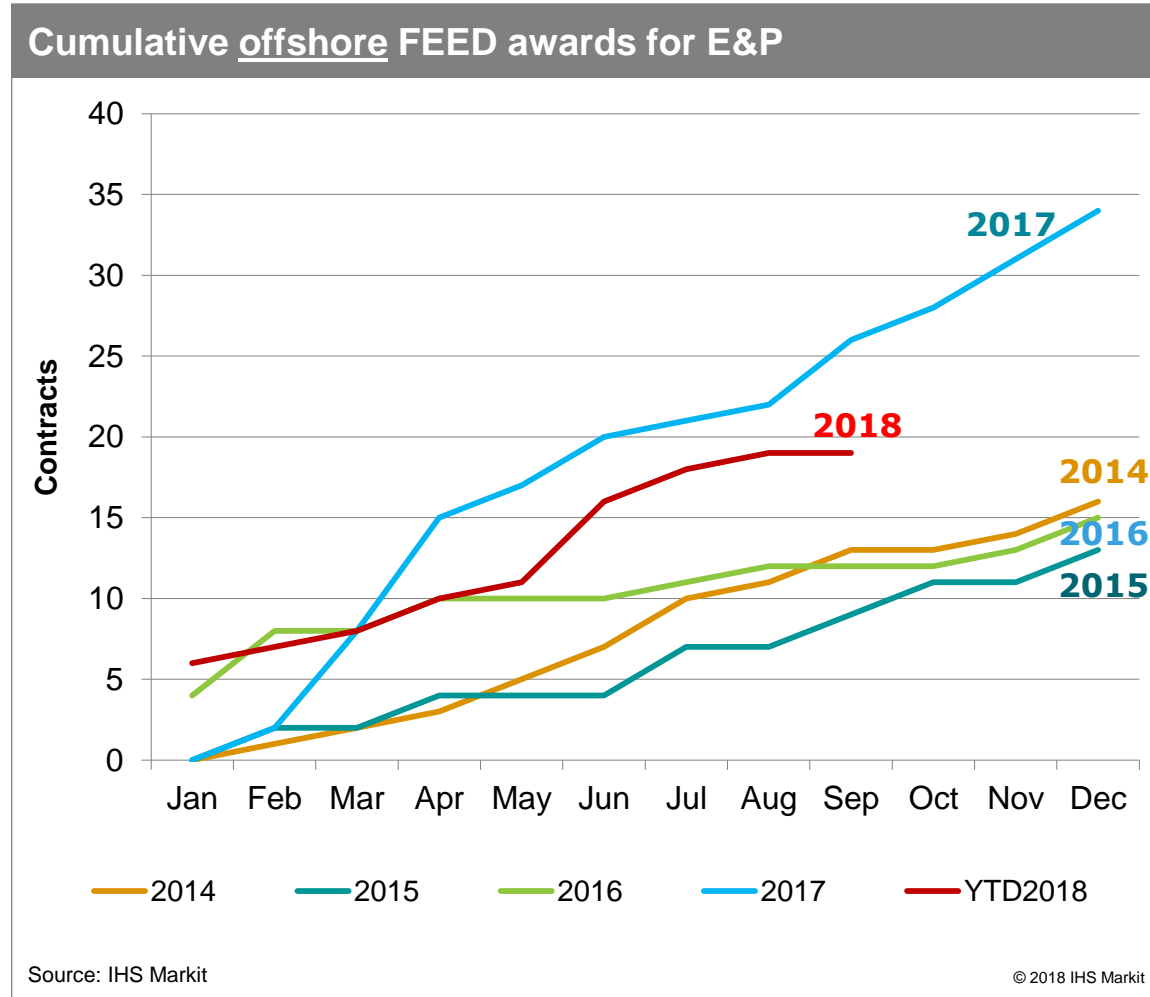
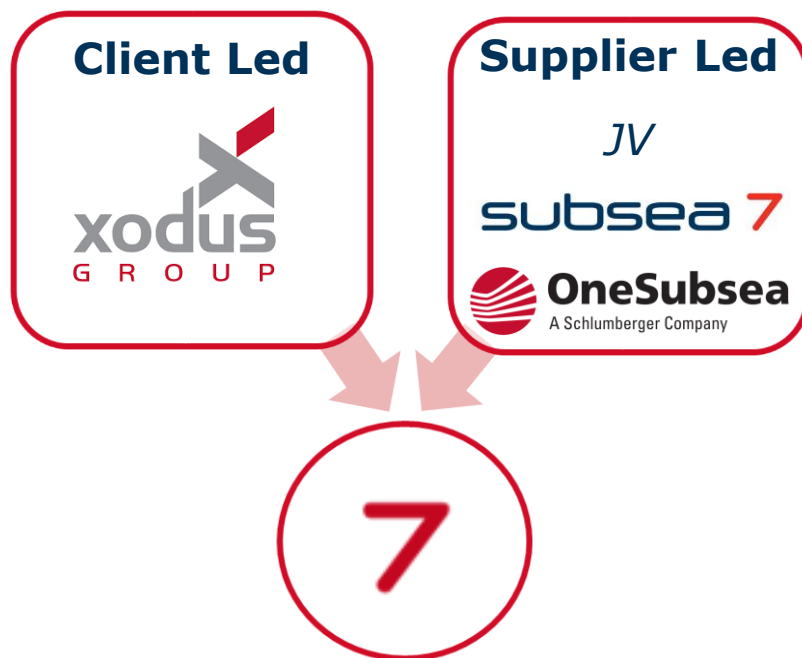


Our clients require flexible solutions:

- Comprehensive integrated offering with alliance partners OneSubsea being developed in to a Joint Venture.
- Successful collaboration models with certain independent clients including AkerBP, Promethean, Premier, Spirit...
- Standalone SURF and Conventional contracts still the prominent model

Strengthened early engagement capability

- FEED is a critical part of the life cycle in creating value. Clients engaged earlier benefit from optimised solutions
- Significant increase in number of supplier led FEEDs leading onto project awards
- FEED awards are a key indicator on outlook



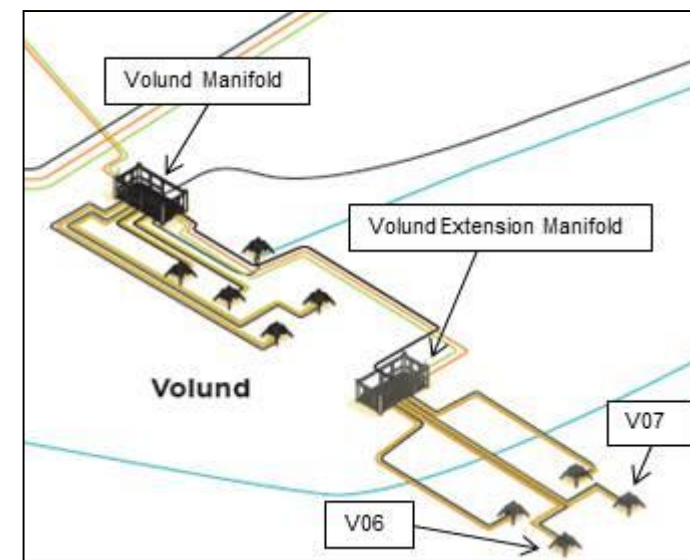
Our Partnerships

- We have a collaboration model in partnership with certain clients to provide cost effective solutions based on long-term relationships.



- Early engagement and long-term collaborative relationships with mutual benefits
- AKER BP frame agreement is an innovative solution with shared risks and rewards

Recent successful completion of the Volund Infill project for Aker BP



30% saved on PM&E hours
Two well tie-in completed **25%** faster
Delivered **9 months** sooner

Subsea Integration Alliance



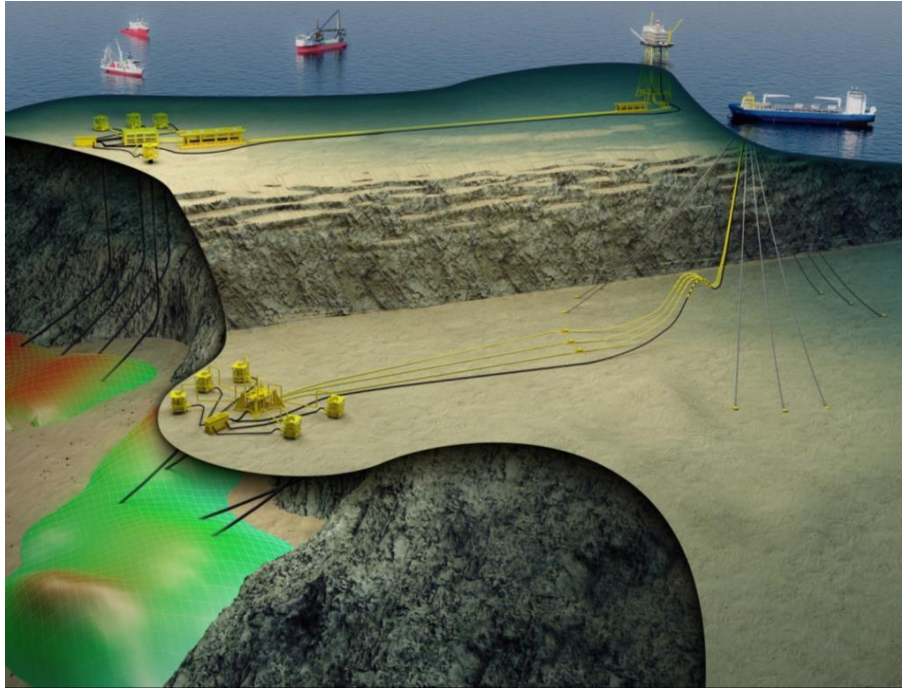
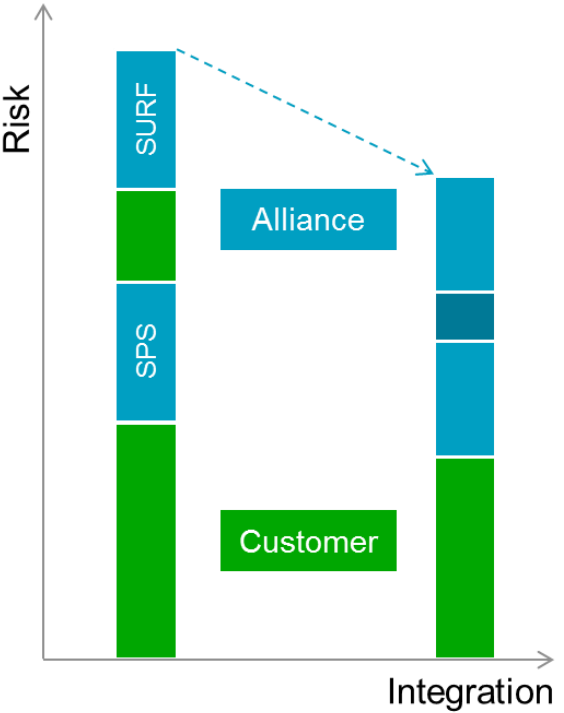
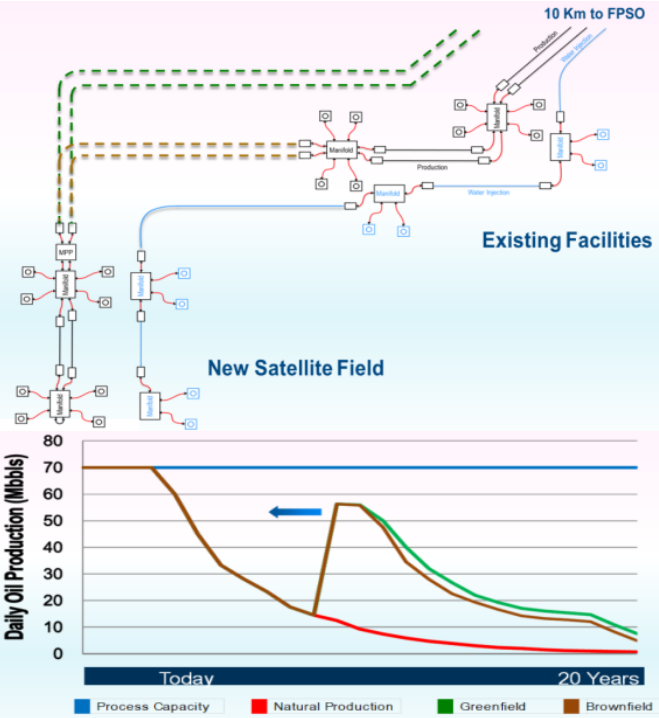
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Subsea Integration Alliance
OneSubsea & Subsea 7

Enhanced production Reduced cost and risk Pore-to-shore perspective



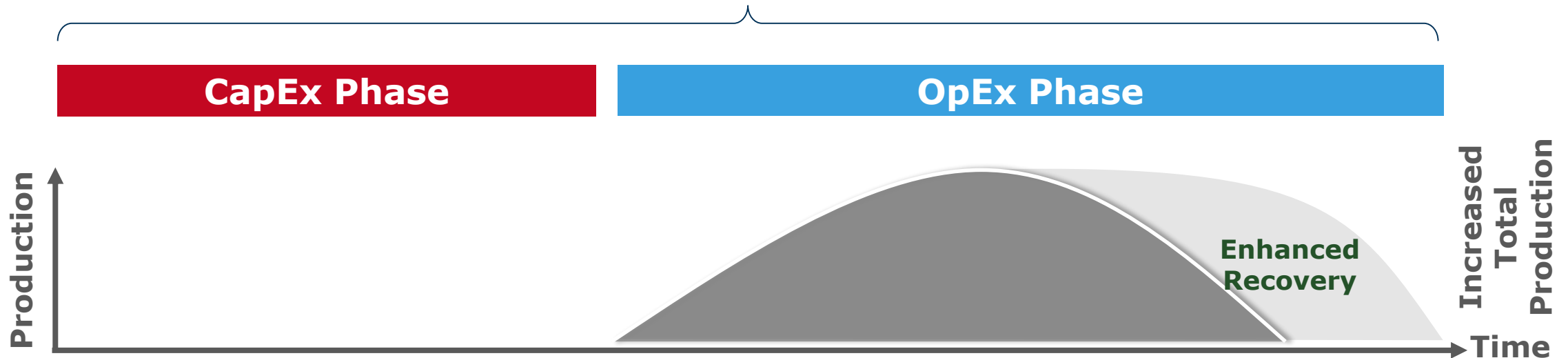
Integrated full field lifecycle joint venture

Integrated optimized design of the entire subsea facility

Improved EPIC economics: lower cost, reduced risk and shorter schedule

Integrated technologies to extend tieback distance and improve recovery

Reduced Total Cost of Ownership



Integrated solutions: joint venture value proposition



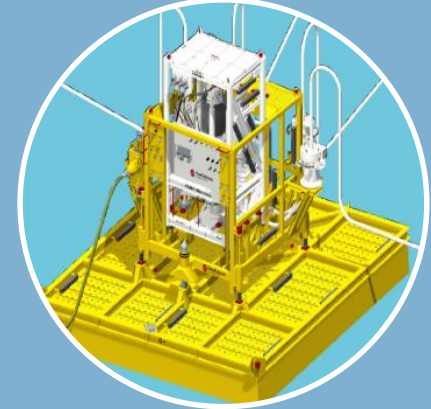
Integrated Projects

- > Supplier led solutions
- > Reduced Costs
- > Reduced Risk
- > Optimised schedules



Life of Field

- > Lower Operating Expenditure
- > Asset Integrity Assurance
- > Enhanced Production
- > Extended Field Life



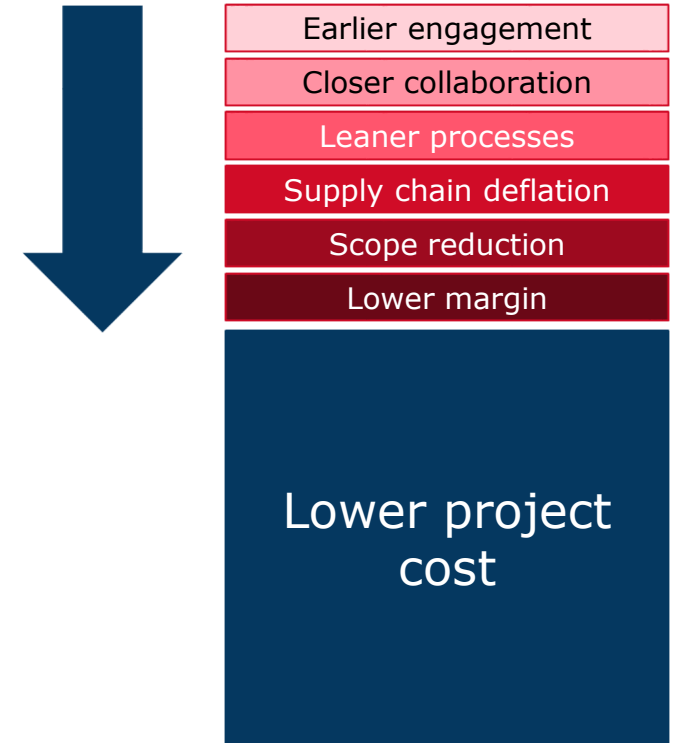
Technology

- > Improved Recovery
- > Standardisation
- > Subsea Processing
- > Digitalisation

VALUE PROPOSITION

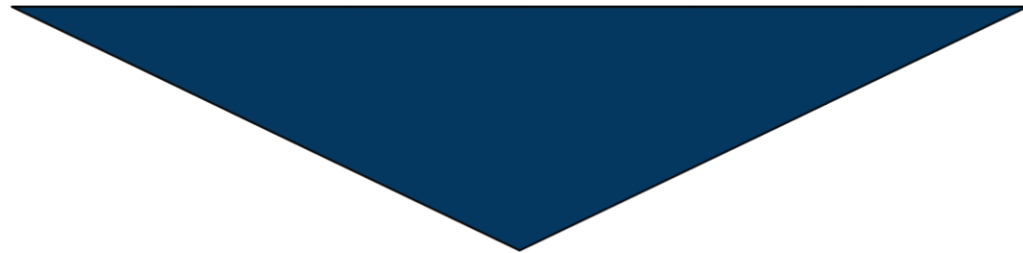
Drivers of lower costs for projects

- **Earlier engagement** enables better engineering, introduction of integrated and full lifecycle solutions and application of new technology
- **Closer collaboration** with alliances and partnerships reduces risk and shortens project duration
- **Leaner processes** reduce project management and engineering hours
- **Supply chain deflation** gives lower procurement costs
- **Scope reduction** eliminates over-engineering and reflects a more modular development approach
- **Lower margins** accepted on projects to protect utilisation and retain capability

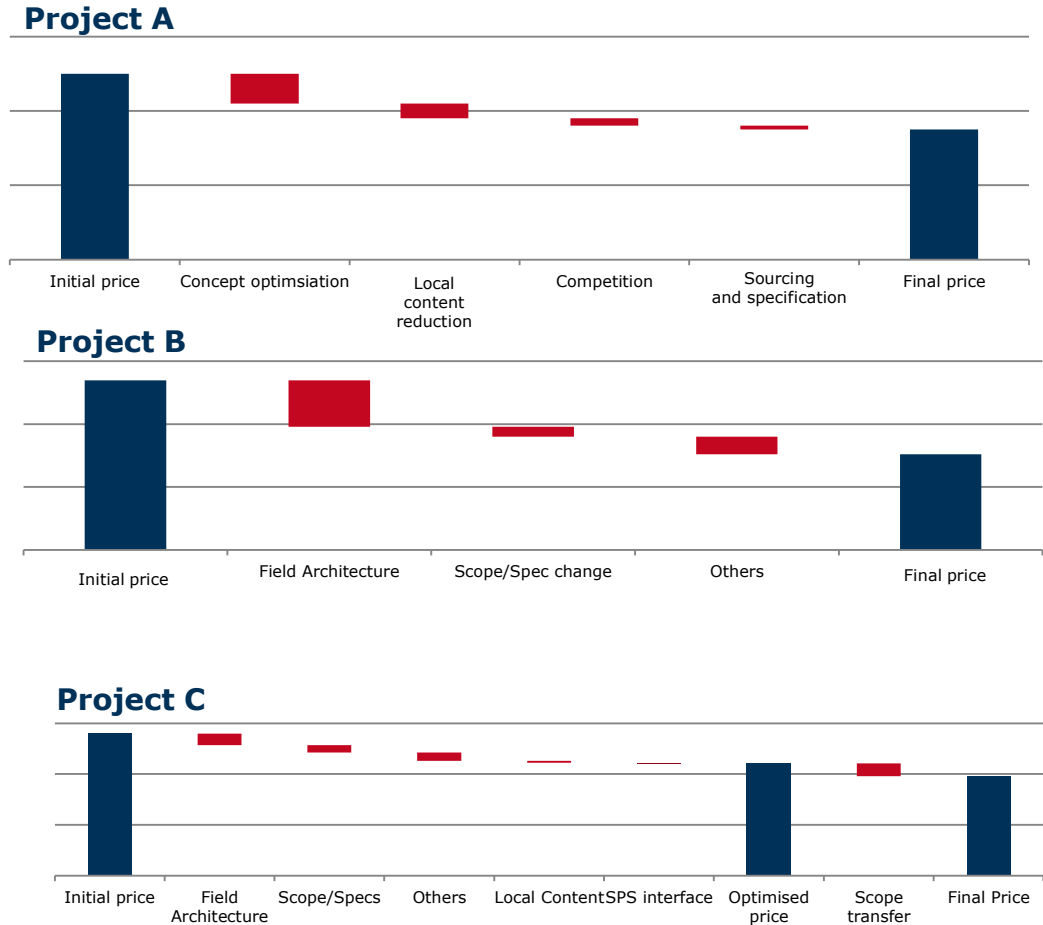


Drive business improvements to lower costs

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

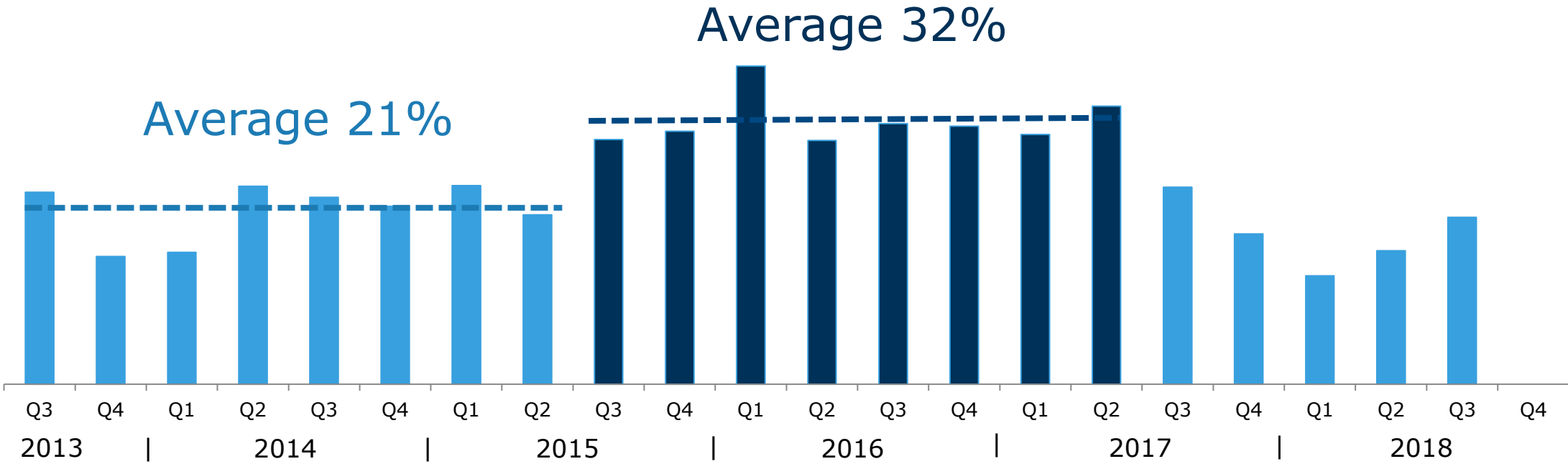


Enable projects to progress in a lower oil price environment



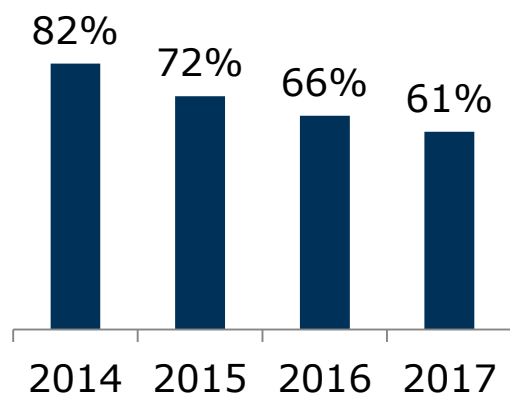
Adjusted EBITDA progression

- 2018 guidance: **Revenue broadly in line,**
Adjusted EBITDA percentage **margin significantly lower** compared to 2017



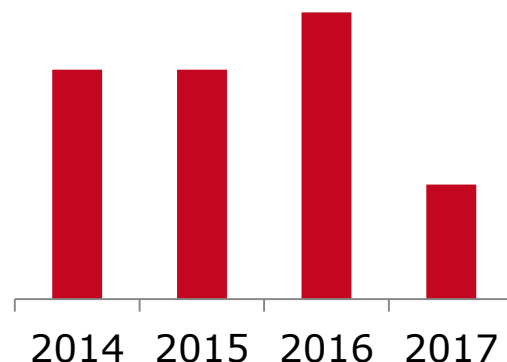
Our principal margin drivers

Total vessel utilisation



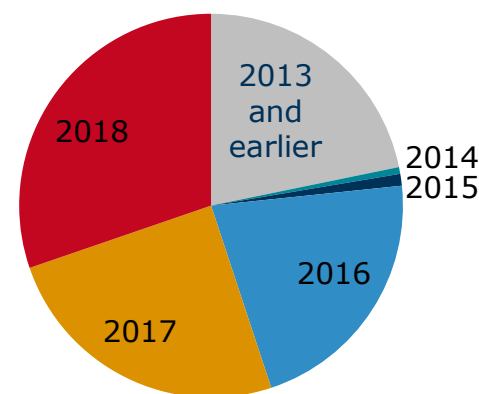
Reduction in offshore activity levels

Number of projects >\$300m completed



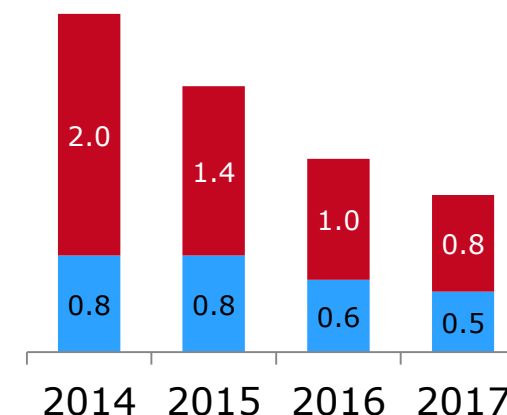
Fewer large projects in the final stages of completion

Backlog value by year awarded

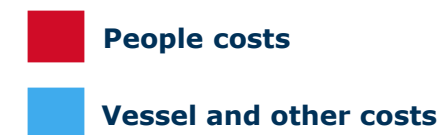


Lower margin projects signed in the downturn

Costs (\$bn)

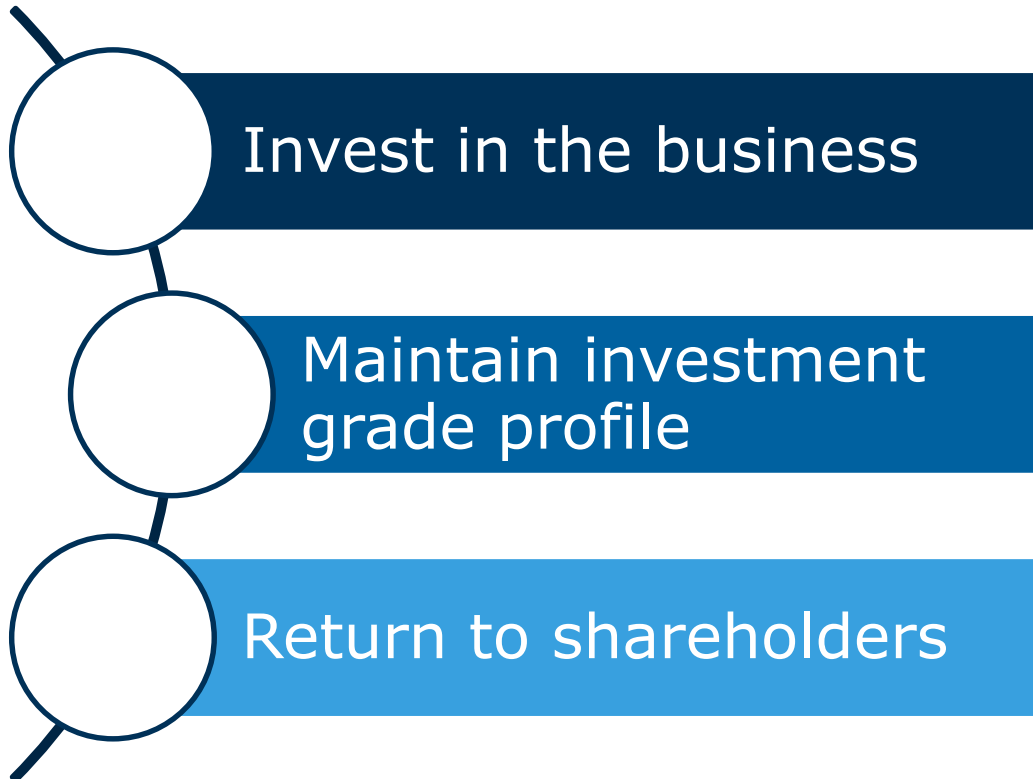


Continued cost discipline



Definitions on slide 12

Priorities for cash



Targeted acquisitions to enhance our strategic growth areas

\$468 million net cash at 30 September 2018

\$1.7 billion returned to shareholders in special dividends and buybacks since 2011



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Cyclical recovery in Oil and Gas

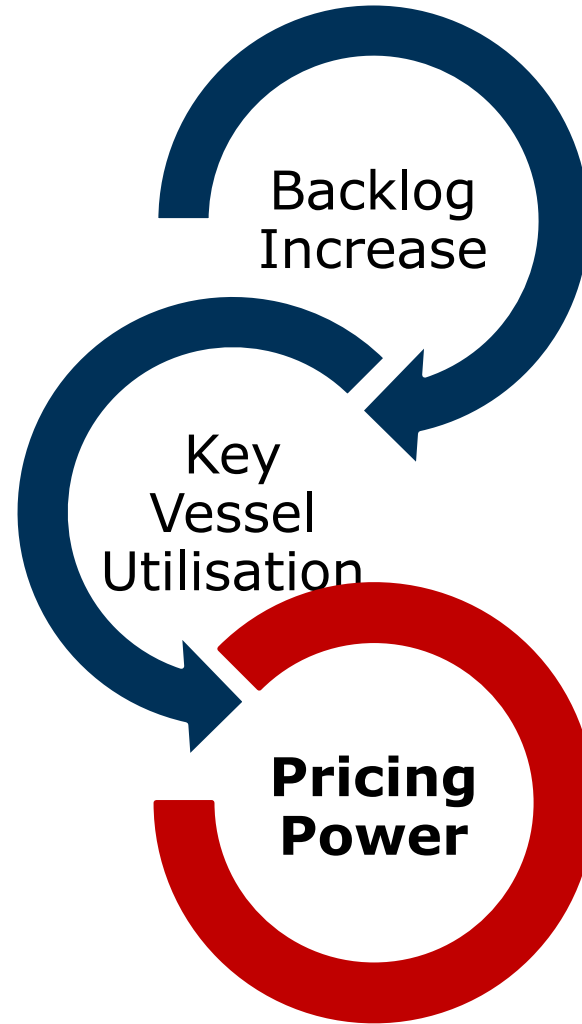
Re-engineered Projects
Total Zinia
BP Mad Dog 2



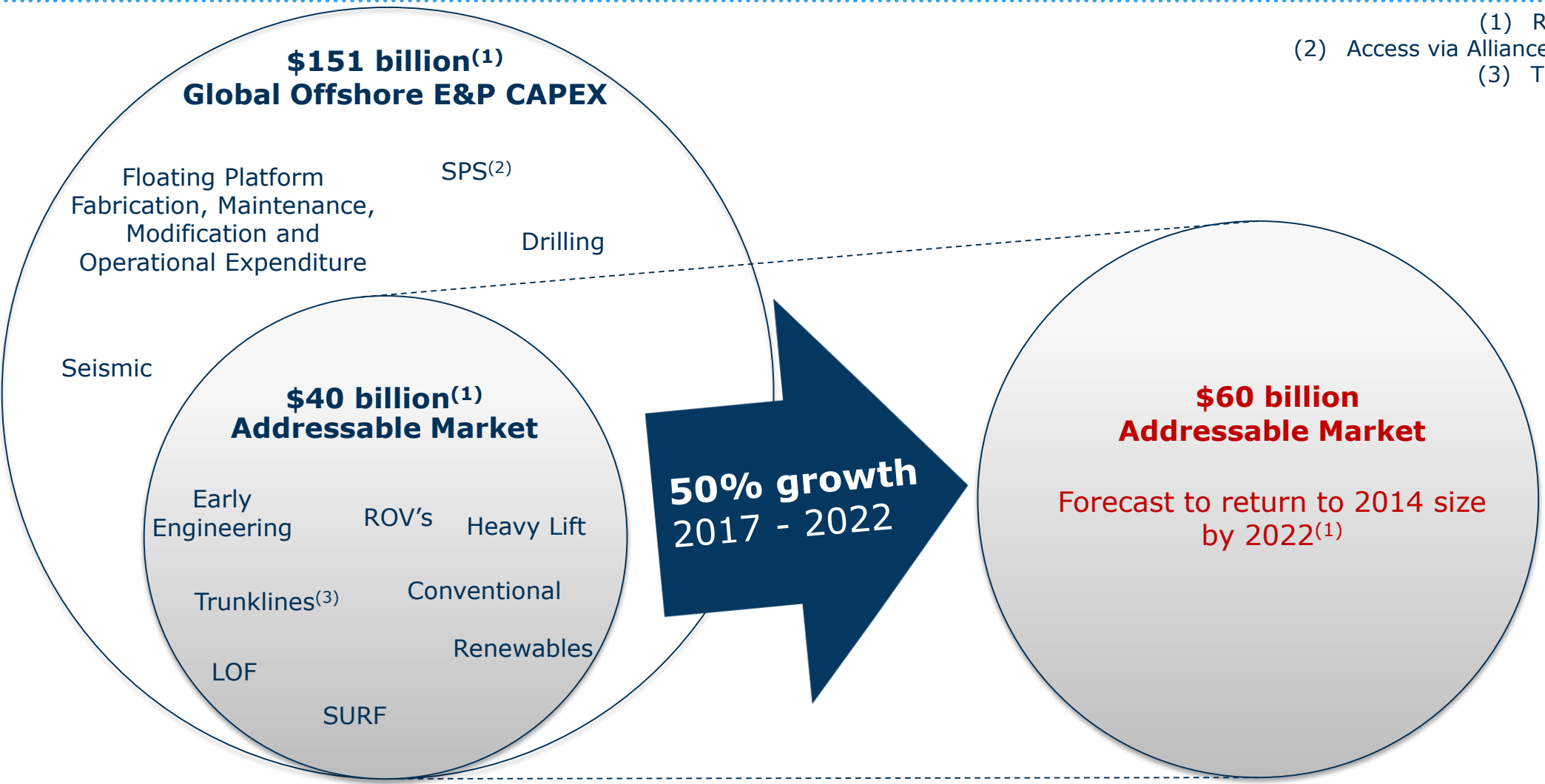
Brownfield Tie-Backs
Nexen Buzzard
AKER BP Aefugl



Greenfield Construction
Tenders in progress



Subsea 7's Addressable Market

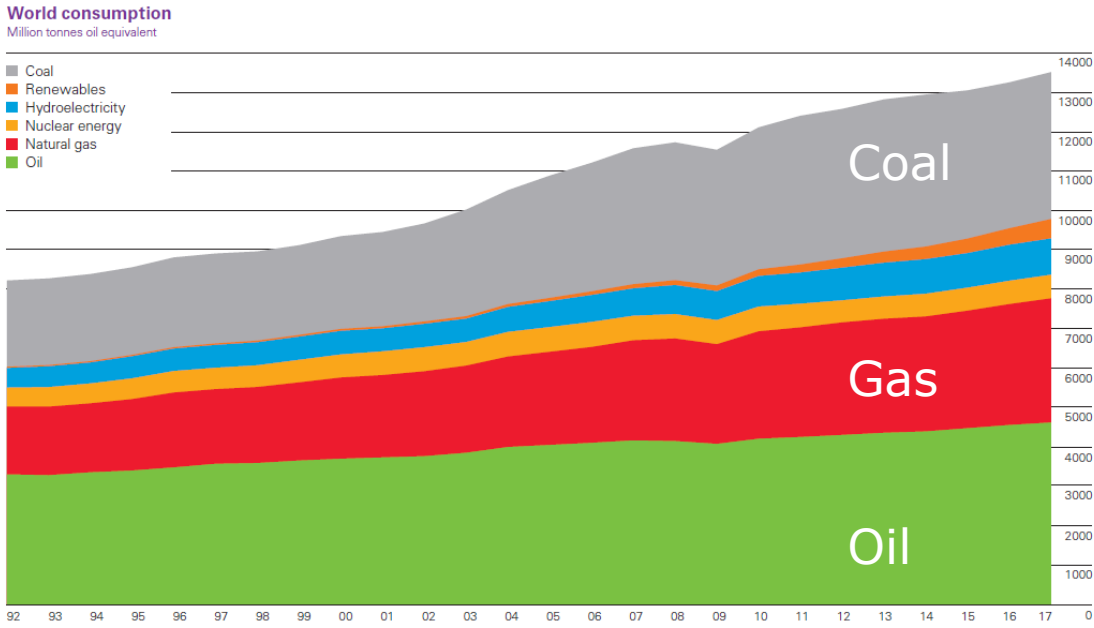


(1) Rystad August 2018
(2) Access via Alliances and Partnerships
(3) Trunklines up to 46"

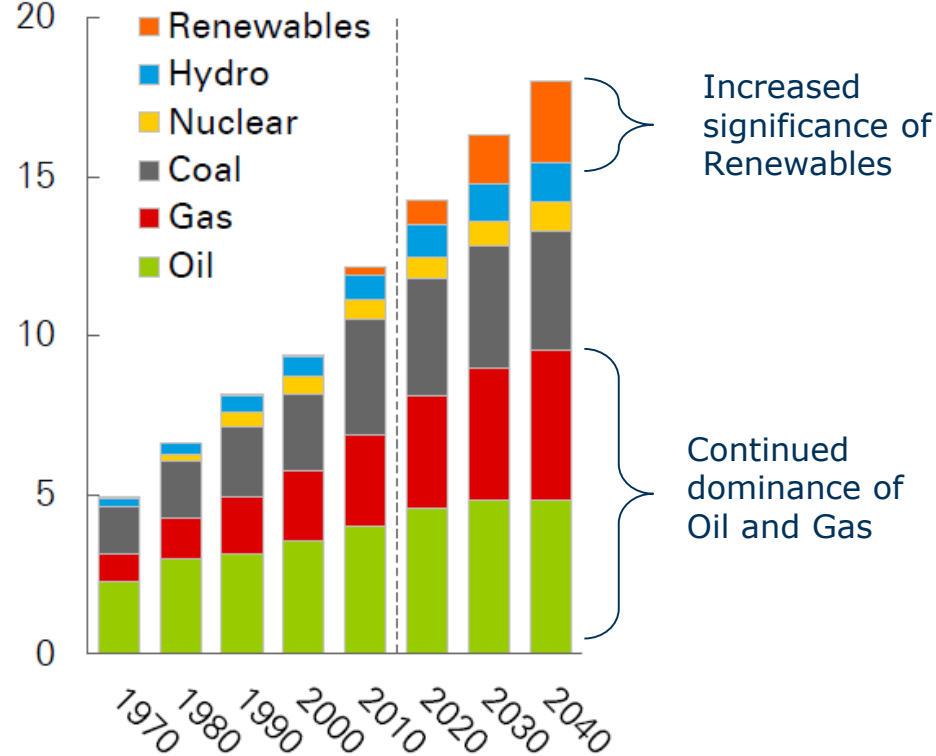
Evolving energy sector

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**.

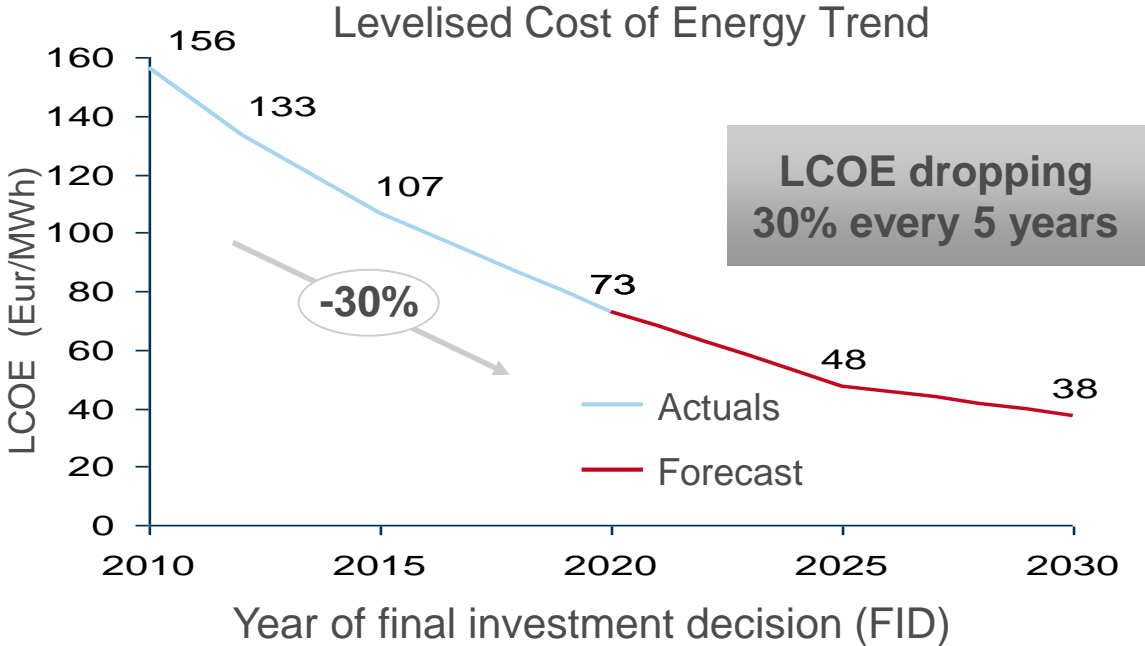
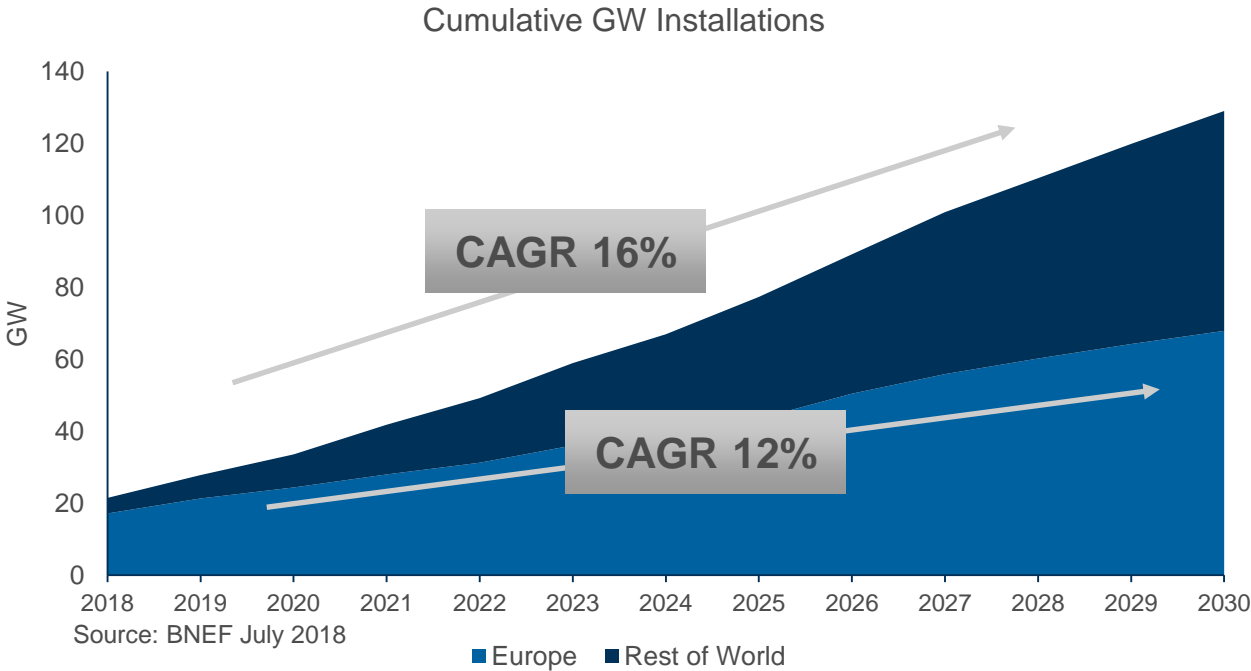
Past



Future



Offshore Wind Market Trends



- Market is growing significantly; both in the mature markets (Europe) and new markets (Rest of World)
- Turbines are getting bigger, resulting in economies of scale

- Declining levelised cost of electricity (LCOE) enabling more projects to be commercially viable, increasing volume

Business Unit Outlook



SURF and Conventional

- Tendering activity increasing but pricing not yet improving near term
- Improved visibility on timing of awards for large greenfield projects, with some projects already awarded to market

Renewables and Heavy Lifting

- T&I tendering for near-term activity continues with prospects in Taiwan
- Medium-term EPCI projects in Europe delayed to 2019/2020

i-Tech Services

- Tender activity increasing
- Pricing remains competitive

Summary

- Market award activity in offshore oil and gas has begun to recover
- Subsea 7 has taken cyclical opportunities to grow and strengthen its business for the future and is positioned well for the next phase of the cycle
- Subsea 7's Values-driven strategy and strong financial position have supported its investment in differentiated capability and worldwide presence
- Subsea 7 looks to the future with confidence in the long-term sustainability of offshore energy





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Appendix

Q3 2018 results

FINANCIAL HIGHLIGHTS

- Revenue \$1.1 billion
- Adjusted EBITDA \$217 million
- Adjusted EBITDA margin 20%
- Diluted EPS \$0.23
- Operating cash generated \$190 million
- Net cash balance \$468 million

OPERATIONAL HIGHLIGHTS

- Good progress on EPIC SURF
- Active Vessel Utilisation: 89%
- Total Vessel Utilisation: 85%

ORDER INTAKE

- Order backlog \$5.1 billion
- \$0.8 billion awards and escalations

Income statement – Q3 highlights

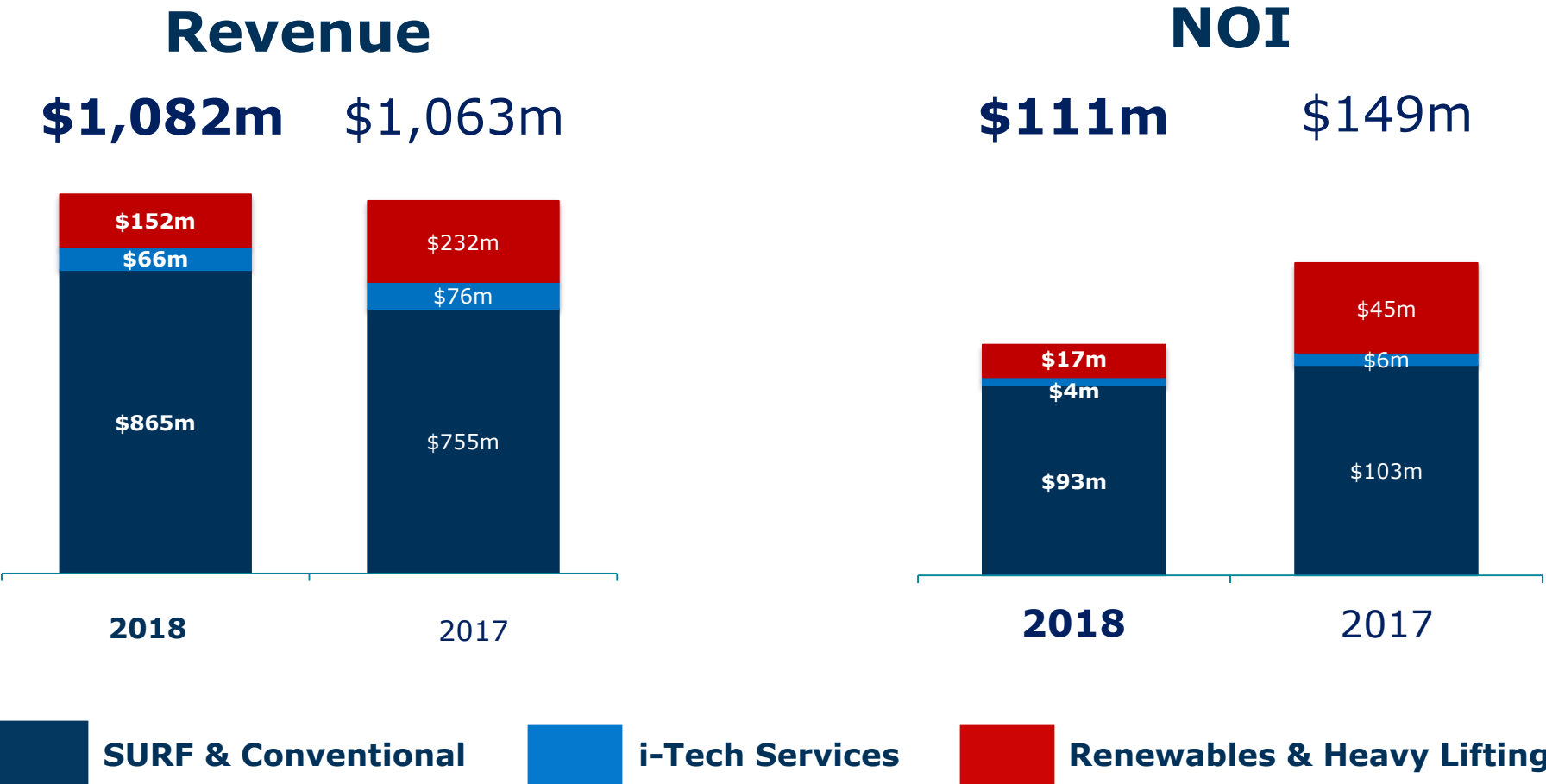
In \$ millions, unless otherwise indicated	Three months ended	
	30 September 2018 Unaudited	30 September 2017 Unaudited
Revenue	1,082	1,063
Net operating income (NOI)	111	149
Income before taxes	110	123
Taxation	(34)	(12)
Net income	76	111
Adjusted EBITDA ⁽¹⁾	217	250
Adjusted EBITDA margin	20%	24%
Diluted earnings per share \$	0.23	0.34
Weighted average number of shares (millions)	328	341

⁽¹⁾ Adjusted EBITDA defined in Appendix

Income statement – supplementary details

In \$ millions	Three months ended	
	30 September 18 Unaudited	30 September 17 Unaudited
Administrative expenses	(64)	(64)
Share of net income/(loss) of associates and joint ventures	-	(13)
Depreciation, amortisation, mobilisation and impairment	(107)	(101)
Net operating income	111	149
Net finance income	1	-
Other gains and losses	(2)	(26)
Income before taxes	110	123
Taxation	(34)	(12)
Net income	76	111
Net income attributable to:		
Shareholders of the parent company	76	113
Non-controlling interests	-	(2)

Business Unit performance – Third quarter



Corporate segment: net operating loss Q3 2018 \$3m (Q3 2017: net operating loss \$4m)

Segmental analysis

For the three months ended 30 September 2018

In \$ millions (unaudited)	SURF & Conventional	i-Tech Services	Renewables & Heavy Lifting	Corporate	TOTAL
Revenue	865	66	152	-	1,082
Net operating income/(loss)	93	4	17	(3)	111
Finance income					4
Other gains and losses					(2)
Finance costs					(3)
Income before taxes					110

For the three months ended 30 September 2017

In \$ millions (unaudited)	SURF & Conventional	i-Tech Services	Renewables & Heavy Lifting	Corporate	TOTAL
Revenue	755	76	232	-	1,063
Net operating income/(loss)	103	6	45	(4)	149
Finance income					6
Other gains and losses					(26)
Finance costs					(6)
Income before taxes					123

Reconciliation of Adjusted EBITDA

Net operating income to Adjusted EBITDA

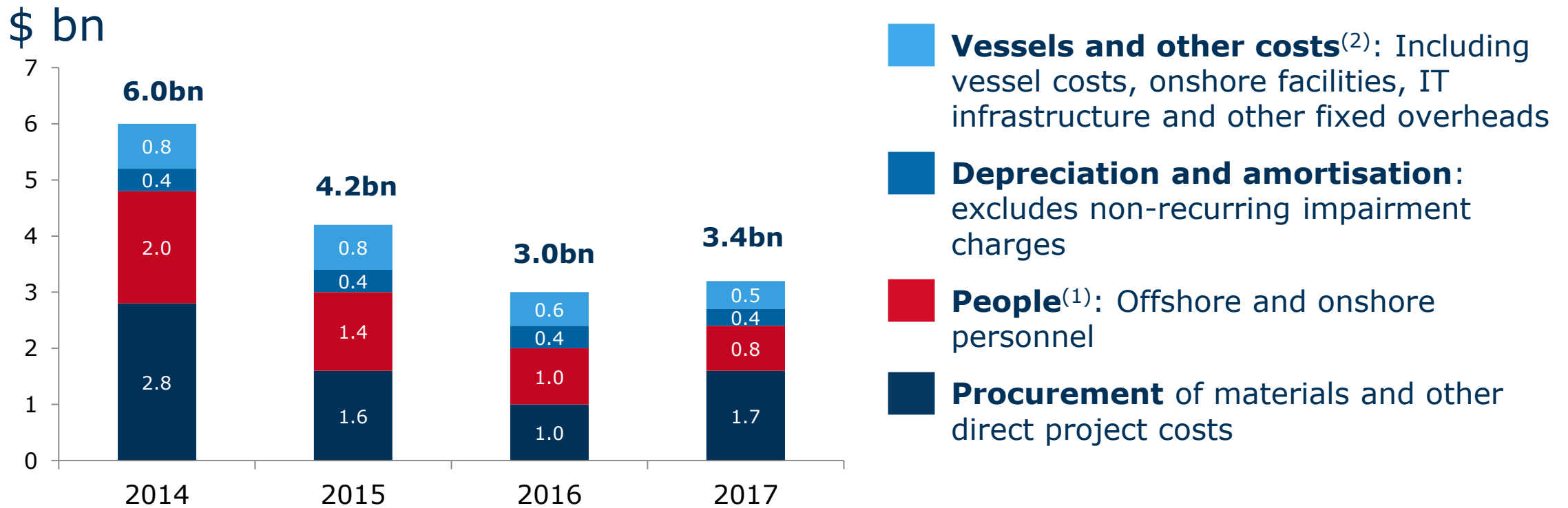
For the period (in \$millions)	Three Months Ended 30 Sept. 2018 Unaudited	Three Months Ended 30 Sept. 2017 Unaudited
Net operating income	111	149
Depreciation, amortisation, mobilisation and impairment	107	101
Adjusted EBITDA	217	250
Revenue	1,082	1,063
Adjusted EBITDA %	20%	24%

Net income to Adjusted EBITDA

For the period (in \$millions)	Three Months Ended 30 Sept. 2018 Unaudited	Three Months Ended 30 Sept. 2017 Unaudited
Net income	76	111
Depreciation, amortisation, mobilisation and impairment	107	101
Finance income	(4)	(6)
Other gains and losses	2	26
Finance costs	3	6
Taxation	34	12
Adjusted EBITDA	217	250
Revenue	1,082	1,063
Adjusted EBITDA %	20%	24%

2017 costs overview

\$1.5 billion cost savings on vessel and workforce since 2014: 50% reduction



(1) Includes restructuring charges 2017: nil, 2016: \$97m, 2015: \$136 million, 2014: nil

(2) Includes impairment charges related to property, plant & equipment 2017: \$32m 2016: \$158 million, 2015: \$ 136 million, 2014: \$89 million

Liquidity and financial strength

Robust balance sheet

- Net cash of \$468 million

Strong financial flexibility

- Cash and cash equivalents of \$732 million
- Borrowings of \$264 million
- Five-year \$656 million revolving credit facility undrawn

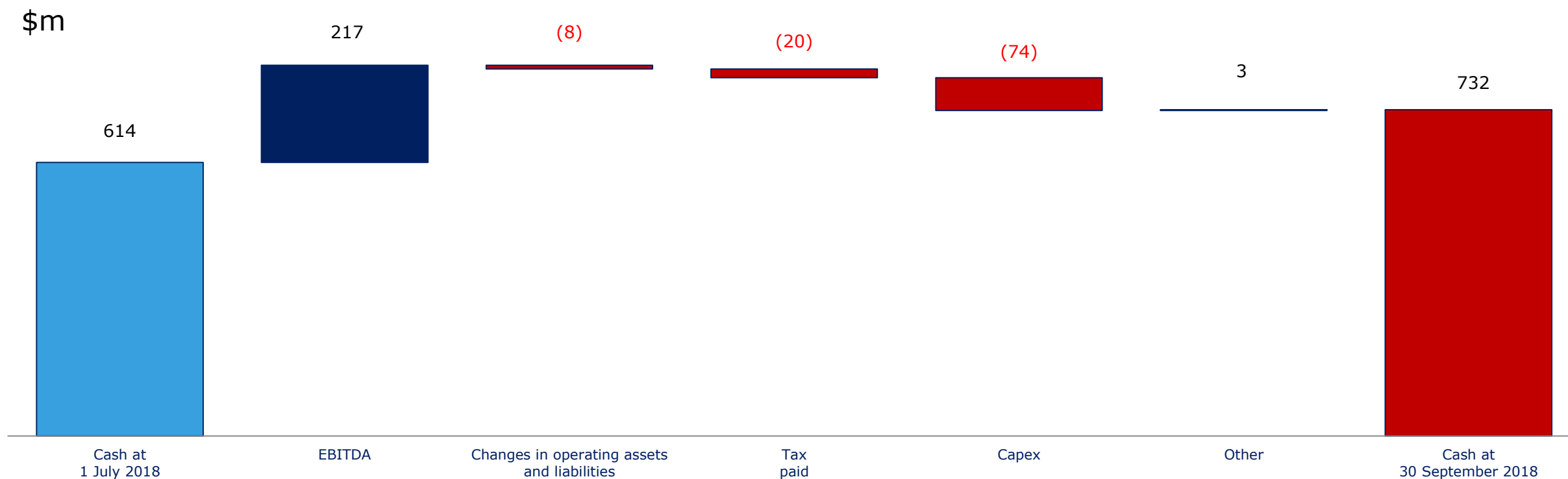
As at 30 September 2018

Summary balance sheet

In \$ millions	30 September 2018 Unaudited	31 December 2017 Audited
Assets		
Non-current assets		
Goodwill	767	701
Property, plant and equipment	4,662	4,688
Other non-current assets	171	173
Total non-current assets	5,600	5,562
Current assets		
Trade and other receivables	632	497
Construction contracts - assets	568	319
Other accrued income and prepaid expenses	226	176
Cash and cash equivalents	732	1,109
Other current assets	56	81
Total current assets	2,214	2,182
Total assets	7,814	7,745

In \$ millions	30 September 2018 Unaudited	31 December 2017 Audited
Equity & Liabilities		
Total equity	5,826	5,941
Non-current liabilities		
Non-current portion of borrowings	240	258
Other non-current liabilities	260	235
Total non-current liabilities	500	493
Current liabilities		
Trade and other liabilities	1,065	893
Current portion of borrowings	25	25
Construction contracts – liabilities	143	200
Deferred revenue	7	4
Other current liabilities	248	188
Total current liabilities	1,488	1,310
Total liabilities	1,988	1,804
Total equity & liabilities	7,814	7,745

Summary of third quarter 2018 cash flow



- Net cash of \$468 million as at 30 September 2018
- Long-term ECA borrowing facility of \$264 million at 30 September 2018
- Undrawn revolving credit facility of \$656 million

Summary of year-to-date 2018 cash flow

	\$ millions	
Cash and cash equivalents at 31 Dec 2017	1,109	
Net cash generated from operating activities	238	<i>Included an increase in net operating assets of \$183 million</i>
Net cash flow used in investing activities	(365)	<i>Included cash outflows on SOC acquisition of \$156 million including vessels, acquisition of interest in Xodus \$19m and capital expenditure of \$198m</i>
Net cash flow used in financing activities	(241)	<i>Included Dividends paid of \$204 million and \$19 million repayments of the ECA senior secured facility</i>
Other movements	(9)	
Cash and cash equivalents at 30 September 2018	732	

- Net cash of \$468 million at 30 September 2018 compared to \$826 million at 31 December 2017
- Long-term ECA borrowing facility of \$264 million at 30 September 2018 compared to \$283 million at 31 December 2017

Financial guidance

2018 Guidance ⁽¹⁾

Revenue	Broadly in line with 2017
Adjusted EBITDA percentage margin	Significantly lower than 2017
Administrative expense	\$260 million - \$280 million
Net finance cost	\$0 million - \$5 million
Depreciation and Amortisation	\$430 million - \$440 million
Full year effective tax rate	26% - 28%
Capital expenditure ⁽²⁾	\$250 million - \$280 million

NEW 2019 Guidance, including estimated IFRS 16 adjustments to 2019

Revenue	Slightly lower than 2018
Adjusted EBITDA	Lower than 2018 ⁽³⁾ , double digit percentage margin
Net Operating Income	Positive for the Group

(1) Guidance given 8 November 2018

(2) Includes approximately \$125 million expenditure related to the new-build reel-lay vessel

(3) 2018 comparable data are not adjusted for IFRS 16. Positive impact of IFRS 16 on 2019 Adjusted EBITDA will be between \$100m and \$110m

Initial IFRS 16 'Leases' guidance

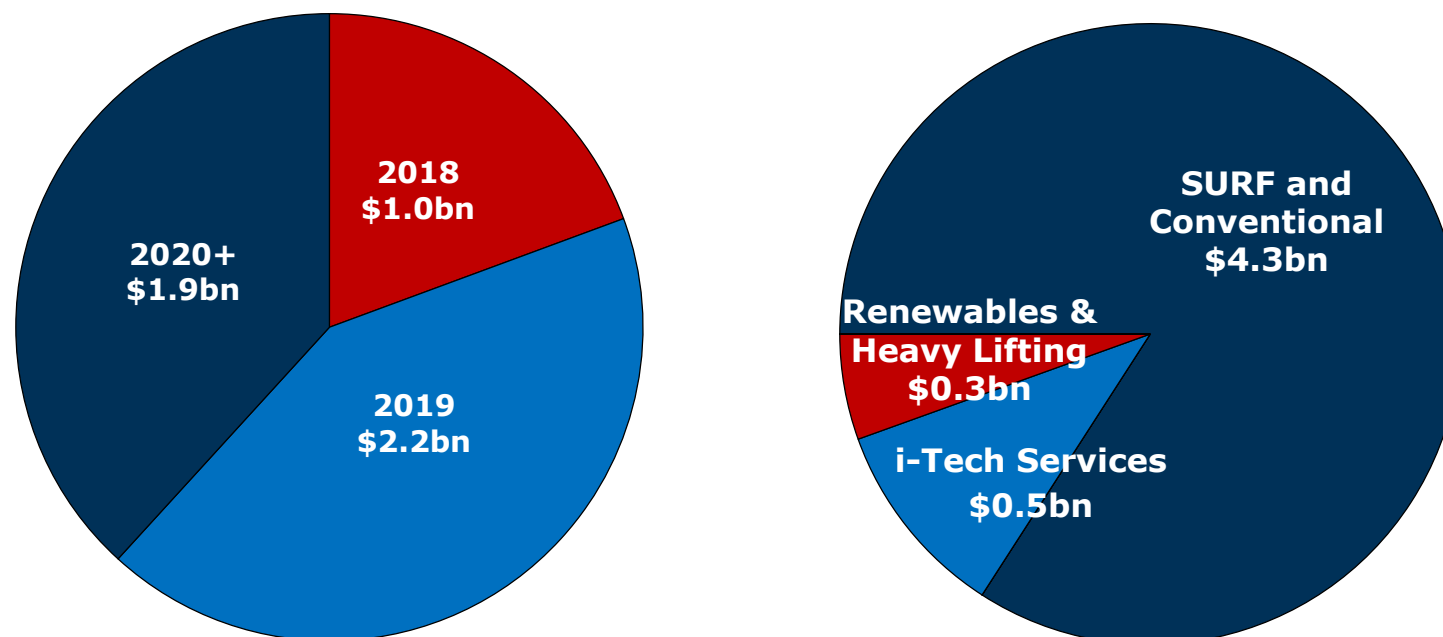
- IFRS 16 'Leases' will be effective from 1 January 2019.
- Requires the Group to recognise:
 - a right-of-use asset for long-term leases, to be amortised straight-line over duration of the lease.
 - a lease liability (equivalent in value to the right-of-use asset) with finance costs recognized over lease life.
- No cash flow impact.
- No impact on net income over duration of leases.
- Due to modified retrospective implementation, 2019 net income will be adversely impacted by approximately \$10m, this will reverse over time.
- Impact on 2019 results may differ from the guidance given, depending on lease commitments.

IFRS 16	2019 forecast impact
Income Statement	
Lease expense	Decrease by \$100m - \$110m
Adjusted EBITDA	Increase by \$100m - \$110m
Amortisation charge	Increase by \$90m - \$100m
Net operating income	Increase by \$10m - \$15m
Net finance charge	Increase by \$20m - \$25m
Net income	Decrease by approx. \$10m
Balance Sheet	
Right-of-use asset	Addition of \$350m - \$450m
Lease liability	Addition of \$350m - \$450m

- Subsea 7 guidance for 2019 includes the estimated impact of IFRS 16

Backlog and order intake

Backlog of \$5.1 billion, as at 30 September 2018



- \$0.8 billion awarded in the third quarter
- Book-to-bill:
 - 0.7x in the quarter
 - 1.0x year-to-date
- Four announced awards:
 - Buzzard Ph. 2 (UK)
 - Conventional Award
 - Triton Knoll (UK)
 - Katmai (US GOM)

Order backlog includes:

- \$0.95 billion relating to long-term contracts for PLSVs in Brazil
- approximately \$120 million relating to the Fortuna project offshore Equatorial Guinea
- approximately \$50 million adverse foreign exchange movement in the third quarter



Appendix

Major project progression

Corporate responsibility

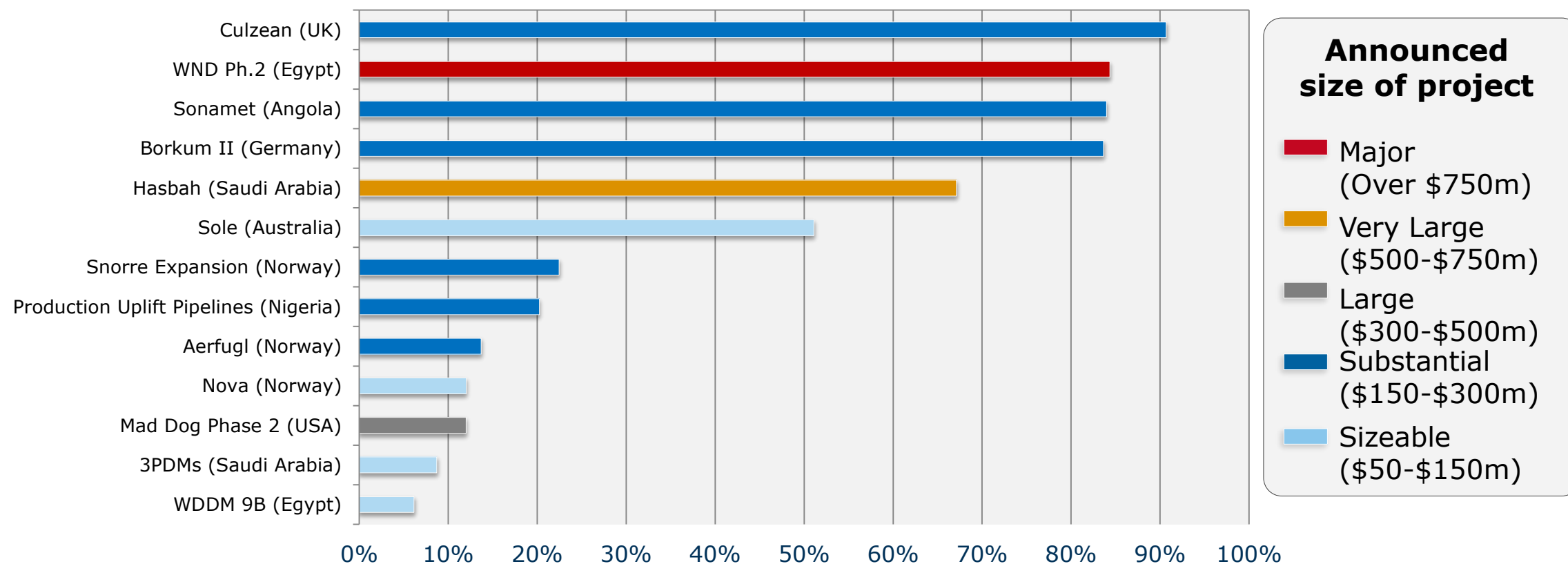
ADR

Forward looking statement

Contact details

Major project progression

- Continuing projects >\$100m between 5% and 95% complete as at 30 September 2018 excluding PLSV and Life of Field day-rate contracts



TRACK RECORD

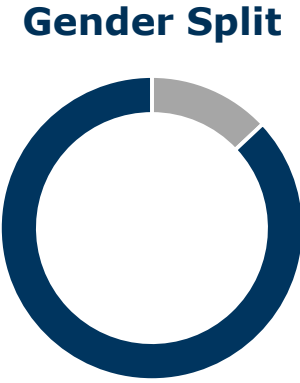
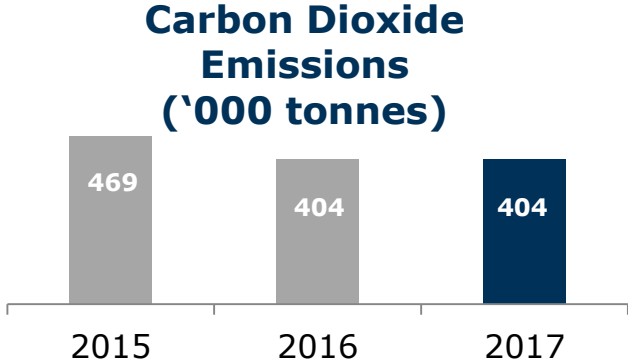
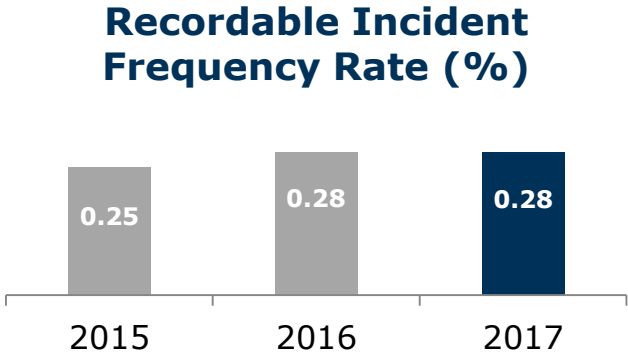
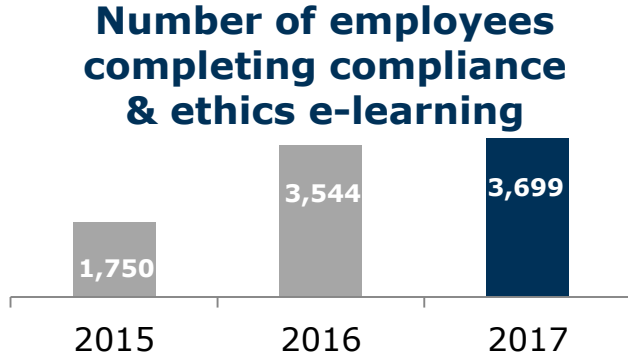
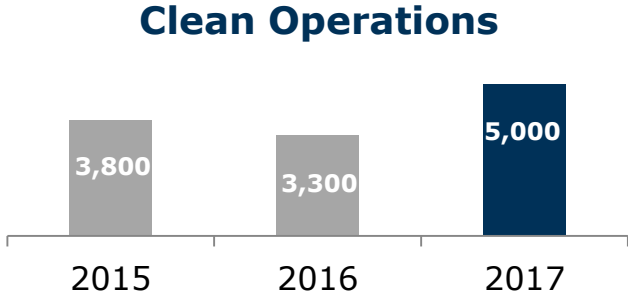
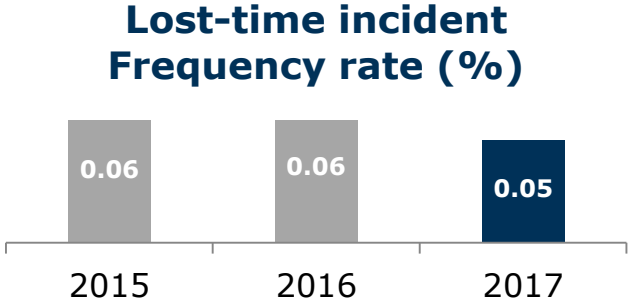
Over 1,000 projects delivered for our clients worldwide

- A selection of current and recent projects



Corporate Responsibility

- At Subsea 7 we are committed to operating in a safe, ethical and responsible manner



■ Female ■ Male

Clean Operations data is for owned vessels only
Incident frequency rate data is per 200,000 man hours worked

ADR information

ADR Ticker: SUBCY

ADR type: Sponsored Level 1 ADR

Listing venue: OTC

CUSIP: 864323100

Ratio: 1 ADR : 1 Ordinary Share

Depository bank: Deutsche Bank Trust Company Americas

ADR broker helpline:

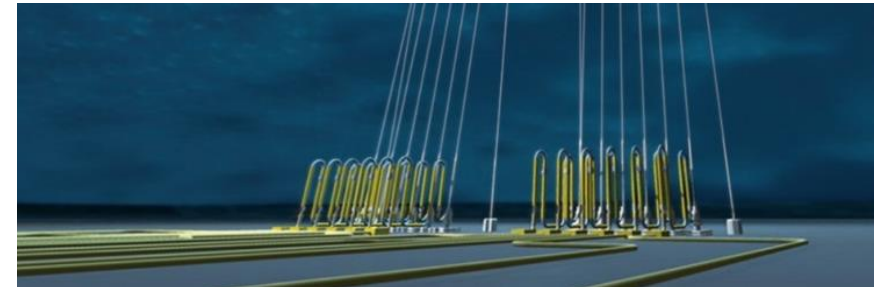
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ADR website: www.adr.db.com



Forward-looking statements

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 2017. 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.

THANK YOU



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