

Full service offering across the energy lifecycle

Subsea 7 provides project management, engineering and construction expertise across the full energy lifecycle. These services are delivered within three operational business units: SURF and Conventional, Life of Field, and Renewables and Heavy Lifting.

| CONCEPT | DESIGN | ENGINEER | PROCURE & FABRICATE | INSTALL & COMMISSION | MAINTAIN | EXTEND | DECOMMISSION |
|---|--|--|--|---|---|--|---|
| Input at concept allows for optimisation of later cycle stages. | Robust FEED ensuring minimal change and accurate forecasting during design. | Detailed engineering by experienced personnel to deliver the best solution. | Efficient procurement and high-quality fabrication delivered on time. | Safe, on-schedule and cost-efficient installations by world-class vessels. | Effective and responsive maintenance reducing cost of ownership. | Maximised return on investment by utilising new technologies and tie-back solutions. | Facilitated abandonment and decommissioning with heavy lift vessels and re-use of infrastructure. |
| What we do Being involved at the earliest stage of the development enables us to deliver maximum value. The Concept stage is key to lowering costs in the later lifecycle stages. | We deliver Front End Engineering Design (FEED) for our clients. These services are essential in selecting the right solution to fully optimise the development. | Engineering is at the core of what we do. Detailed engineering involves taking the initial solutions developed in the concept and FEED stage, and refining these for field execution. | Our teams are able to execute the largest EPIC projects on the market, in all our business units and in all geographies. Our ability to procure and fabricate effectively on a large scale differentiates us. | What we do We install and commission subsea energy developments in water depths of up to 3,000m, across all energy hubs. | We specialise in maintaining offshore field developments through our services and expertise delivered through our Life of Field business unit. | We invest in technology that enables our clients to extend the life of their assets through enhancement of current production or additional production from tie-back wells. | We have the capacity to undertake large-scale platform abandonments. |
| How we add value We incorporate new technologies, fit for purpose solutions and standardisation into the concept design to lower the total cost of development. | We work with our alliance and client partners to optimise solutions, align schedules and accurately forecast full lifecycle costs. | Our global teams of experts have a track record in designing and executing the best solutions; this stems from our ability to accurately engineer and solve problems. | We have a clear understanding of the risks and opportunities that exist when working with a large supply chain network. | How we add value Our fleet of high specification vessels allows us to install market leading solutions. Our onshore and offshore experts have the experience to deliver these solutions safely and efficiently. | We incorporate our maintenance services into the design of the field, lowering the total cost of ownership for our clients. | Our technology portfolio offers different solutions for all tie-back lengths; working with our alliance partners we are able to incorporate Subsea Production Systems into these solutions. | We can manage all aspects of decommissioning projects including: regulation, technology, environment, planning, execution and costs. |

A leading strategic partner

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.



Delivering value for our stakeholders

OUR DIFFERENTIATORS

| Culture | Creativity | Relationships | Reliability | Solutions |
|--|---|--|---|---|
| <p>Global team with expertise, passion and commitment to deliver.</p> <p>Our Values are strongly embedded and underpin the behaviours and ways of working of our teams. Our people take great pride in living our Values and applying them consistently across our global operations.</p> | <p>Ability to innovate through technology, processes and partnerships.</p> <p>We embrace new challenges, and apply our expertise and experience to generate technical, commercial and operational solutions, which benefit all our stakeholders.</p> | <p>Working and learning together to achieve success for all.</p> <p>We have built long-standing client and supplier relationships through consistent high-quality delivery, transparency and adaptability. We respond to what our clients need to support them in creating long-term value.</p> | <p>Trusted partner in delivering projects.</p> <p>We are proud of the execution track record that keeps our clients coming back, with over 1,000 projects successfully executed in all water depths worldwide. Our reliability is enhanced by our secure financial profile and liquidity position.</p> | <p>Client-focused mindset to create the right solution.</p> <p>Our clients rely on us to develop fit for purpose solutions that reliably meet project requirements. We deliver these solutions whether for complex programmes or for small, standardised projects or services.</p> |

OUR STAKEHOLDERS

| Our clients | Our shareholders | Our people | Society |
|--|---|--|--|
| <p>Our collaborative way of working helps us to develop the best solutions for our clients' needs. We are able to lower our clients' costs by utilising our technology, our assets and efficient work processes. Our culture ensures good performance without compromising safety.</p> | <p>We seek to create long-term value for our shareholders in all that we do. We have the right solutions to maintain a market-leading position. We have a disciplined approach to capital allocation and an uncompromising commitment to good governance.</p> | <p>Our people are the foundation of our business and their safety and security is paramount. Our experts, onshore and offshore, can deliver solutions around the world, leading the industry in know-how and the ability to generate innovative solutions. We invest in our people, giving them opportunities to learn and grow.</p> | <p>We engage with the societies we work in. Through local partnerships we create and develop local content opportunities, and contribute to the communities in which we work. With Integrity as a Value we have a zero tolerance attitude toward non-compliant business practices.</p> |
| <p>98 clients worked with Subsea 7 in 2018</p> | <p>318 meetings between Subsea 7 and investors in 2018</p> | <p>53 engineering graduates completed development schemes in 2018</p> | <p>67 community assistance events delivered in 2018</p> |