

CEO REVIEW



DELIVERING VALUE THROUGH OPERATIONAL EXCELLENCE

In 2025, Subsea7 delivered strong operational and financial performance with revenue of \$7.1 billion and Adjusted EBITDA of \$1.5 billion, a margin of 20.9%. While our exposure to predominately late-cycle sectors of the energy industry meant it took time to fully high-grade the backlog during this upturn, we closed the year with an order book approaching \$14 billion of high-quality projects, providing excellent visibility on the years ahead. These strong results reflect not only our success in securing attractive work but also the dedication of our onshore and offshore teams in safely and reliably delivering for clients, guided by Subsea7's core Values: Safety, Integrity, Sustainability, Performance, Collaboration, and Innovation.

Subsea and Conventional achieved its fifth consecutive year of growth with revenue rising by 5% to \$5.8 billion and an Adjusted EBITDA margin of 22.6%, up from 16.3% in 2024. This strong performance reflects a balanced market environment: deepwater development remains highly attractive to clients while improved contract conditions allow Subsea7 to continue to improve its return on capital. In 2025, our activity encompassed a range of deepwater projects including major greenfield projects in Brazil, strategic gas developments in Türkiye, and tie-back solutions in regions such as the US. Norway was an especially active region for Subsea and Conventional work this year as we advanced a portfolio of developments for Aker BP – more details of which can be found on pages 18 to 19.

JOHN EVANS

CHIEF EXECUTIVE OFFICER

Our Renewables business also reported solid results in 2025 marking a third year of progress, with growth in Adjusted EBITDA of 9% and a margin of 16.6%, up from 15.0% last year. The continual improvement in margins since 2022 reflects the decisive action we took to become more selective in our bidding strategy, combined with a strong execution performance, leveraging our fleet of modern, adaptable vessels. Our efforts remain centred on a number of experienced developers in Europe and Taiwan with whom we have a solid track record, and where funding is secured and the regulatory environment is well understood.

Strong cash generation and a robust balance sheet

Subsea7 generated operating cash flow of \$1.5 billion in 2025, which, after capital expenditure of \$281 million, resulted in free cash flow of \$1.2 billion. The primary focus of our organic reinvestment was the maintenance of our modern fleet of vessels to ensure optimal performance in the busy years ahead, and to maximise their lifespan and our return on investment. In addition, we remained committed to returning capital to shareholders, with \$376 million paid in the form of dividends in 2025.

Overall net debt reduced by \$622 million during the year, resulting in a year-end net cash balance of \$21 million, including \$365 million lease liabilities mainly related to vessel charters. This leaves the Group in characteristically solid financial health.

Executing our differentiated strategy

In 2025, the Group remained focused on delivering the benefits of our well-embedded strategy, which utilises our six differentiators to unlock value for both our clients and our shareholders. Each principle (Early Engagement, Integrated Services, Digital Solutions, Collaborations and Partnerships, Sustainable Delivery and Enabling Products, as explained on pages 10 to 11) has played a part in our success in 2025. Our differentiators have enabled us to win high-quality work, achieve optimal execution, and reinforce strong relationships with key clients. This has been showcased in our activity in Norway, which accounted for over \$1 billion of revenue in 2025 and which saw us deploy a full array of technologies including both rigid and flexible pipes, umbilicals and pipeline bundles. These projects reinforced the benefits to both client and solution provider of an alliance relationship that enables long-term resource planning and supply chain management, and fosters a culture of innovation.

During the year, we continued to advance technologies that strengthen our offering in subsea solutions. As discussed on page 20, we rolled out a digital management tool developed by our 4Subsea business, which allows greater operational uptime of our vessels. This contributed an additional 35 days of operational availability to our flagship vessel, *Seven Vega*.

We also continued to push the industry's operating envelope, unlocking resources in the US with reservoir pressures of up to 20,000 psi ('20K'). In 2025, we successfully engineered, fabricated and installed rigid pipeline for our third such ultra high-pressure field – Beacon's Shenandoah project – and set a new record for reel-lay installation. More details of our 20K successes are discussed on page 20. The repeat orders we continue to receive from blue-chip clients endorse our technology strategy and reinforce Subsea7's position at the forefront of advancement in the energy industry.

Continued growth from a position of strength

From the low levels of 2020 to the healthy state of the industry in 2025, Subsea7 has benefited from an upcycle in the deepwater market, alongside growth in offshore wind. While the 'stronger for longer' mantra may be well-worn, today's industry dynamics support this view of our industry more than ever.

While regulatory clearance for the proposed merger with Saipem is still in progress, management remains firmly committed to delivering ongoing projects to clients, continuing to secure new high-quality contracts, and motivating our workforce. With a strong backlog of nearly \$14 billion, of which approximately \$7 billion is expected to be executed in 2026, we have high visibility on anticipated revenue this year of approximately \$7.0 to 7.4 billion. We expect our Adjusted EBITDA margin to continue to improve and reach approximately 22% in 2026. With a disciplined approach to reinvestment, we plan capital expenditure of \$350 to 380 million in 2026, yielding significant cash generation. Overall, I am confident that the resilience of the energy market, combined with our differentiated offering and our strong track record of delivery, continues to position Subsea7 for success.

My thanks go to all our colleagues around the world for their dedication and commitment throughout 2025. It has been a year of significant achievement, and their focus has been central to the Group's accomplishments.

John Evans

Chief Executive Officer

Investment case

A differentiated offering

- Positioned in structural growth energy markets of today and tomorrow.
- A full suite of subsea and offshore wind solutions to move hydrocarbon molecules and electrons subsea.
- World-class fleet of high-specification enabling vessels.
- Subsea Integration Alliance with OneSubsea to provide industry-leading subsea umbilicals, risers and flowlines (SURF) and subsea production systems (SPS) integrated offering.

Proven track record of delivery

- Robust project execution delivering large and complex energy projects.
- Track record of strong project execution across the globe, managing a supply chain of over 8,000 suppliers.
- Creating value and unlocking developments through early engagement and customer alliances.

Financial performance

- \$14 billion backlog of high-quality projects with resilient economics provides visibility on 2026 and beyond.
- High visibility on revenue for 2026, and on track to achieve an Adjusted EBITDA margin of approximately 22%, up from 21% in 2025.
- Balance sheet strength, with net cash of \$21 million, provides client and investor assurance.

Shareholder returns

- Shareholder returns underpinned by high cash generation in 2026 and beyond.
- Use of excess cash assessed annually by the Board.
- Track record of delivering capital returns, with over \$3 billion returned since 2012.