

SUBSEA 7 S.A. FINANCIAL STATEMENTS AND REPORT OF THE RÉVISEUR D'ENTREPRISES AGRÉÉ FOR YEAR ENDED 31 DECEMBER 2025

412F, route d'Esch
L-1471
Luxembourg
R.C.S. Luxembourg No. B43172

| | Page |
|---|------|
| Report of the Réviseur d'Entreprises Agréé | 216 |
| Balance Sheet | 220 |
| Profit and Loss Account | 221 |
| Notes to the Financial Statements | 222 |

REPORT OF THE RÉVISEUR D'ENTREPRISES *AGRÉE*

To the Shareholders of
Subsea 7 S.A.
412F, route d'Esch
L-1471 Luxembourg

Report on the audit of the financial statements**Opinion**

We have audited the Financial Statements of Subsea 7 S.A. (the "Company"), included in pages 220 to 228, which comprise the Balance Sheet at 31 December 2025, the Profit and Loss account for the year then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying Financial Statements give a true and fair view of the financial position of the Company at 31 December 2025, and of the results of its operations for the year then ended in accordance with Luxembourg legal and regulatory requirements relating to the preparation and presentation of the financial statements.

Basis for opinion

We conducted our audit in accordance with EU Regulation N° 537/2014, the Law of 23 July 2016 on the audit profession ("Law of 23 July 2016") and with International Standards on Auditing ("ISAs") as adopted for Luxembourg by the "Commission de Surveillance du Secteur Financier" ("CSSF"). Our responsibilities under the EU Regulation N° 537/2014, the Law of 23 July 2016 and ISAs as adopted for Luxembourg by the CSSF are further described in the "Responsibilities of the "réviseur d'entreprises agréé" for the audit of the Financial Statements" section of our report. We are also independent of the Company in accordance with the International Code of Ethics for Professional Accountants, including International Independence Standards, issued by the International Ethics Standards Board for Accountants ("IESBA Code") as adopted for Luxembourg by the CSSF together with the ethical requirements that are relevant to our audit of the Financial Statements, and have fulfilled our other ethical responsibilities under those ethical requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Merger with Saipem S.p.A.

We draw your attention to Note 1 'Organisation' of the Financial Statements which explains that Subsea 7 S.A. entered into a binding merger agreement with Saipem S.p.A. on 23 July 2025. Management expects that the merger will complete in the second half of 2026 subject to conditions precedent including regulatory approvals. Following the effective date of the merger, Subsea 7 S.A. will be absorbed by Saipem S.p.A, and the latter entity will be renamed Saipem7 S.p.A. Management prepared the Company's financial statements on the going concern basis.

Our opinion is not modified in respect of this matter.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the Financial Statements of the current period. These matters were addressed in the context of the audit of the Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

| Key audit matter: | Impairment of investments in affiliated undertakings |
|---|---|
| Description of key audit matter: | <p>Subsea 7 S.A., as ultimate parent of the Group, holds shares in affiliated undertakings Acergy Holdings (Gibraltar) Limited, Subsea 7 International Holdings (UK) Limited, Subsea 7 (UK Service Company) Limited and Seaway 7 AS amounting to an aggregate of \$1,747.2 million at 31 December 2025 as disclosed in Note 3 to the Annual Accounts, inclusive of a value adjustment thereon of \$95.0 million recognised during the year.</p> <p>As stated in Note 2 to the Annual Accounts, the Company performs an annual review of the carrying amounts of individual investments with any resulting impairments or impairment reversals reflected in the Profit and Loss account in the relevant period.</p> <p>Investments in affiliated undertakings are subject to an impairment test when impairment indicators are identified. The estimated recoverable amount is calculated as the higher of the value-in-use or fair value less costs to sell. The outcome of the impairment review could vary significantly if different assumptions were applied in the valuation model.</p> <p>The key factors are:</p> <ul style="list-style-type: none"> • the Adjusted EBITDA assumptions taken from the Group’s most recent budgets and plans for the next five years (the “Plan”); • the Adjusted EBITDA forecasts and long-term growth rate used beyond the period covered by the Plan given the significance of the terminal value cash flows to the total value-in-use, also considering the expected impact of climate change; • the pre-tax discount rate applied to future cash flows. <p>Impairment of shares in affiliated undertakings is considered a key audit matter because of the significant judgement involved regarding the assessment of their recoverable amount.</p> |
| Our response: | <p>Our audit procedures in relation to the valuation of the investments in affiliated undertakings included, among others:</p> <p>We assessed management’s impairment testing by obtaining the supporting model and assessing the methodology and key assumptions made:</p> <ul style="list-style-type: none"> • Adjusted EBITDA forecasts – we evaluated management’s Adjusted EBITDA forecasts and tested the underlying values used in the calculations by comparing management’s forecast to the latest management approved five-year plan; • we assessed actual performance in the year against the prior year budgets to evaluate historical forecasting accuracy; • long-term growth rate – we compared the rates applied by management to available externally developed rates; • pre-tax discount rates – we involved our valuations specialists in our evaluation of the discount rate to consider the appropriateness of the rates used; • net assets – we agreed the net assets to the financial records of the respective companies; and • we tested the arithmetical accuracy of the models. <p>We compared the carrying amount of the investments to their recoverable amount in order to assess whether an impairment or reversal of previously recognised impairment exists.</p> <p>We assessed the adequacy and appropriateness of the disclosures in Note 2 and Note 3 of the Annual Accounts.</p> |

REPORT OF THE RÉVISEUR D'ENTREPRISES AGRÉÉ *CONTINUED***Other information**

The Board of Directors is responsible for the other information. The other information comprises the information included in the Management Report on page 137 and the accompanying Corporate Governance Statement from pages 48 to 69 but does not include the Financial Statements and our report of “réviseur d’entreprises agréé” thereon.

Our opinion on the Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Financial Statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report this fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and of those charged with governance for the Financial Statements

The Board of Directors is responsible for the preparation and fair presentation of the Financial Statements in accordance with Luxembourg legal and regulatory requirements relating to the preparation and presentation of the Financial Statements, and for such internal control as the Board of Directors determines is necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error.

The Board of Directors is also responsible for presenting and marking up the Financial Statements in compliance with the requirements set out in the Delegated Regulation 2019/815 on European Single Electronic Format, as amended (“ESEF Regulation”).

In preparing the Financial Statements, the Board of Directors is responsible for assessing the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company’s financial reporting process.

Responsibilities of the “réviseur d’entreprises agréé” for the audit of the Financial Statements

The objectives of our audit are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a report of the “réviseur d’entreprises agréé” that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with EU Regulation N° 537/2014, the Law of 23 July 2016 and with the ISAs as adopted for Luxembourg by the CSSF will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit in accordance with EU Regulation N° 537/2014, the Law of 23 July 2016 and with ISAs as adopted for Luxembourg by the CSSF, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- Conclude on the appropriateness of the Board of Directors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report of the “réviseur d’entreprises agréé” to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our report of the “réviseur d’entreprises agréé”. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Assess whether the Financial Statements have been prepared, in all material respects, in compliance with the requirements laid down in the ESEF Regulation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate to them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our report unless law or regulation precludes public disclosure about the matter.

Report on other legal and regulatory requirements

We have been appointed as “réviseur d’entreprises agréé” by the General Meeting of the Shareholders on 8 May 2025 and the duration of our uninterrupted engagement, including previous renewals and reappointments, is twelve years.

The Management Report on page 137 is consistent with the Financial Statements and has been prepared in accordance with applicable legal requirements.

The accompanying corporate governance statement on pages 48 to 69 is the responsibility of the Board of Directors. The information required by article 68ter paragraph (1) letters c) and d) of the law of 19 December 2002 on the commercial and companies register and on the accounting records and annual accounts of undertakings, as amended, is consistent with the Financial Statements and has been prepared in accordance with applicable legal requirements.

We have checked the compliance of the Financial Statements of the Company as at 31 December 2025 with relevant statutory requirements set out in the ESEF Regulation that are applicable to the Financial Statements.

For the Company, it relates to:

- Financial Statements prepared in valid XHTML format;
- The XBRL markup of the Financial Statements using the core taxonomy and the common rules on markups specified in the ESEF Regulation.

In our opinion, the Financial Statements of the Company as at 31 December 2025, identified as 222100AIF0CBCY80AH62-2025-12-31, have been prepared, in all material respects, in compliance with the requirements laid down in the ESEF Regulation.

We confirm that the prohibited non-audit services referred to in EU Regulation No 537/2014 were not provided and that we remained independent of the Company in conducting the audit.

Ernst & Young

Société anonyme
Cabinet de révision agréé

Emmanuel Mareschal

Luxembourg, 25 February 2026

SUBSEA 7 S.A. BALANCE SHEET

| At (in \$ millions) | Notes | 2025 31 Dec | 2024 31 Dec |
|---|-------|----------------|----------------|
| Assets | | | |
| Fixed assets | | | |
| Financial assets | | | |
| Shares in affiliated undertakings | 3 | 1,747.2 | 1,842.2 |
| Current assets | | | |
| Other debtors | | | |
| becoming due and payable within one year | | 0.7 | 0.4 |
| Investments | | | |
| Own shares | 6 | 60.2 | 62.7 |
| Cash at bank and in hand | | – | – |
| Prepayments | | 0.3 | 0.4 |
| Total assets | | 1,808.4 | 1,905.7 |
| Capital, reserves and liabilities | | | |
| Capital and reserves | | | |
| Subscribed capital | | | |
| | 4 | 599.2 | 599.2 |
| Share premium account | | | |
| | 4 | 490.2 | 628.2 |
| Reserves | | | |
| Legal reserve | 4, 5 | 59.9 | 59.9 |
| Reserve for own shares | 4, 6 | 60.2 | 62.7 |
| Profit or loss brought forward | 4 | – | 297.3 |
| Profit or loss for the financial year | 4 | (132.6) | (69.5) |
| Total capital and reserves | | 1,076.9 | 1,577.8 |
| Provisions | | | |
| Provisions for pensions and similar obligations | | | |
| | 7 | 24.0 | 18.7 |
| Creditors | | | |
| Trade creditors | | | |
| becoming due and payable within one year | | 0.5 | – |
| Amounts owed to affiliated undertakings | | | |
| becoming due and payable within one year | 8 | 704.9 | 308.7 |
| Other creditors | | | |
| Tax authorities | | – | 0.2 |
| Other creditors | | | |
| becoming due and payable within one year | | 2.1 | 0.3 |
| Total liabilities | | 731.5 | 327.9 |
| Total capital, reserves and liabilities | | 1,808.4 | 1,905.7 |

The accompanying notes on pages 222 to 228 form an integral part of the Financial Statements for Subsea 7 S.A.

SUBSEA 7 S.A. PROFIT AND LOSS ACCOUNT

| For the year ended (in \$ millions) | Notes | 2025 31 Dec | 2024 31 Dec |
|--|-------|----------------|----------------|
| Other operating income | 9 | 21.2 | 19.9 |
| Raw materials and consumables and other external expenses | | | |
| Other external expenses | 11 | (33.0) | (1.4) |
| Staff costs | | | |
| Wages and salaries | | (0.1) | (0.1) |
| Other operating expenses | 12 | (38.4) | (74.6) |
| Income from participating interests | | | |
| derived from affiliated undertakings | 13 | 43.0 | 15.0 |
| Other interest receivable and similar income | | | |
| derived from affiliated undertakings | 14 | 0.1 | 0.1 |
| other interest and similar income | | - | 0.1 |
| Value adjustments | | | |
| in respect of financial assets and of investments held as current assets | 3, 6 | (88.6) | (16.9) |
| Interest payable and similar expenses | | | |
| concerning affiliated undertakings | 8 | (36.8) | (11.2) |
| Other taxes | | - | (0.4) |
| Loss for the financial year | | (132.6) | (69.5) |

The accompanying notes on pages 222 to 228 form an integral part of the Financial Statements for Subsea 7 S.A.

NOTES TO THE FINANCIAL STATEMENTS

1. Organisation

Subsea 7 S.A. (the Company) is a holding company which was incorporated under the laws of Luxembourg on 10 March 1993. The Company has been incorporated for an unlimited period of time. The Subsea 7 S.A. Group (the Group) consists of Subsea 7 S.A. and its affiliated undertakings at 31 December 2025.

The objects of the Company are to invest in affiliated undertakings which provide subsea construction, maintenance, inspection, survey and engineering services, predominantly for the offshore oil and gas, renewable energy, heavy lifting and related industries. More generally, the Company is authorised to participate in any manner in all commercial, industrial, financial and other enterprises of Luxembourg or foreign nationality through the acquisition by participation, subscription, purchase, option or any other means of all shares, stocks, debentures, bonds or securities; and the acquisition of patents and licences it will administer and exploit. The Company is authorised to lend or borrow with or without security, provided that any monies so borrowed may only be used for the purpose of the Company, or companies which are affiliated undertakings of or associated with the Company; in general it is authorised to undertake any operations directly or indirectly connected with these objects.

The Company also prepares Consolidated Financial Statements in conformity with International Financial Reporting Standards as issued by the International Accounting Standards Board and as adopted by the European Union; these are shown on pages 146 to 210 and are also available at the registered office of the Company or on www.subsea7.com.

Going concern

The Consolidated Financial Statements have been prepared on the going concern basis. Management has concluded that there are no significant doubts over the application of the going concern assumption and no disclosable material uncertainties which cast doubt upon the Company's ability to continue as a going concern.

On 23 February 2025, Subsea 7 S.A. and Saipem S.p.A. signed a memorandum of understanding to regulate the terms of a possible merger between the two companies. Subsequently, on 23 July 2025, Subsea 7 S.A. and Saipem S.p.A. entered into a binding merger agreement, governing the final terms of the proposed merger including the combination of the Group's business with the Asset Based Services business of Saipem S.p.A., including Offshore Wind, and form an operationally autonomous company within the new combined group. The proposed merger is subject to conditions precedent, including regulatory approval in certain jurisdictions, and anticipated to be completed in the second half of 2026.

Upon completion of the conditions precedent including obtaining the required regulatory approvals, and as approved on the 25 September 2025 by the shareholders of Subsea 7 S.A. and Saipem S.p.A. respectively, the proposed business combination will be effected by way of an EU cross-border statutory merger of Subsea 7 S.A. into Saipem S.p.A. within the meaning of the provisions of the European Directive (EU) 2017/1132 of the European Parliament and of the Council of 14 June 2017 relating to certain aspects of company law, and Directive (EU) 2019/2121 of the European Parliament and of the Council of 27 November 2019 amending Directive (EU) 2017/1132 as regards cross-border conversions, mergers and divisions (the EU Mobility Directive). By virtue of the proposed merger, Subsea 7 S.A. will be absorbed by Saipem S.p.A., a company incorporated in Italy, which will acquire all assets and assume all liabilities and other legal relationships of Subsea 7 S.A. and will be renamed Saipem7 S.p.A. Completion of the proposed merger is subject to, among other things, the admission to listing and trading of the shares of the combined company on Euronext Oslo in Norway. The merged company, Saipem7 S.p.A. will remain incorporated in Italy and listed on Euronext Milan in Italy. Management considers that the Company's ability to continue as a going concern will not be impacted should the proposed merger not be completed. The Company will continue to have access to adequate liquidity to support the assumption it will continue as a going concern. Further disclosure is included within Note 1 'General information' to the Consolidated Financial Statements.

2. Significant accounting policies

The Financial Statements were prepared in accordance with Luxembourg legal and regulatory requirements. Accounting policies and valuation rules are, besides the ones laid down by the law of 19 December 2002 as amended, determined and applied by the Board of Directors of the Company. The Company maintains its accounting records and presents its Financial Statements in US dollars (\$). Significant accounting policies are as follows:

2.1 Financial assets

Shares in affiliated undertakings are stated at cost less any accumulated impairment in value. An annual review of the carrying amount is performed on an individual investment basis with resulting impairments or reversals of impairment reflected in the Profit and Loss account in the relevant period. Earnings in investee companies are recognised when, and to the extent that, dividends are received from affiliated undertakings and participating interests.

2.2 Own shares

Own shares are initially measured at acquisition cost and recognised as an asset with a corresponding non-distributable reserve created from share premium. Own shares are subsequently remeasured at the lower of cost or market value using the FIFO (First In First Out) method. They are subject to value adjustments where their recovery is compromised. These value adjustments are reversed when the reasons for which the value adjustments were made have ceased to apply.

2.3 Translation of foreign currencies

The Company maintains its accounts in US dollars; this is the currency in which its capital is expressed and the Financial Statements are prepared. Amounts in foreign currencies are translated into US dollars on the following basis:

- formation expenses, the cost of acquisition of intangible, tangible and financial fixed assets denominated in a currency other than US dollars, are translated at historical exchange rates;
- all other assets denominated in a currency other than US dollars are valued individually at the lower of their values translated into US dollars at their historical exchange rate or exchange rate prevailing at the balance sheet date;
- all liabilities denominated in a currency other than US dollars are valued individually at the higher of their values translated at historical exchange rate or exchange rate prevailing at the balance sheet date; and
- revenue and expenses denominated in a currency other than US dollars are translated into US dollars at the exchange rates applicable on the day on which they are collected or disbursed.

Only realised foreign exchange gains and losses and unrealised foreign exchange losses are recognised in the Profit and Loss account.

2.4 Share-based payments

Awards made under the Group's Long Term Incentive Plans, in the form of equity-settled share-based payments, are satisfied by the Company on behalf of its affiliated undertakings. The costs associated with these awards are recognised on the date of issuance to the employees and recorded in the Profit and Loss account as an adjustment to the value of own shares.

At 31 December 2025, a provision of \$24.0 million for awards potentially vesting in future periods was recognised.

2.5 Parent company guarantees

The Company issues parent company guarantees (PCGs) to third parties on behalf of its direct and indirect affiliated undertakings where requested. The Company receives a fee in respect of the PCGs issued, which is recorded as other operating income within the Profit and Loss account. This income is recognised on a straight-line basis over the period of the guarantee.

2.6 Interest payable and receivable

Amounts owed to and owed by affiliated undertakings bear interest at commercial rates.

2.7 Other debtors

Other debtors are recognised initially at nominal amount. Provisions for value adjustments are made when there is objective evidence that the Company may not be able to collect all of the amounts due. Bad debts are written off where necessary.

2.8 Amounts owed to affiliated undertakings and other creditors

Amounts owed to affiliated undertakings and other creditors are stated at nominal amount.

3. Financial assets

| (in \$ millions) | Shares in affiliated undertakings |
|--------------------------------------|-----------------------------------|
| Cost | |
| At 31 December 2024 | 3,526.5 |
| At 31 December 2025 | 3,526.5 |
| Accumulated value adjustments | |
| At 31 December 2024 | (1,684.3) |
| Value adjustments for the year | (95.0) |
| At 31 December 2025 | (1,779.3) |
| Carrying amount | |
| At 31 December 2024 | 1,842.2 |
| At 31 December 2025 | 1,747.2 |

A review of the carrying amount of the financial assets was performed at 31 December 2025 which resulted in a value adjustment of \$95.0 million being recognised in relation to the Company's shares held in Acergy Holdings (Gibraltar) Limited (2024: \$10.5 million value adjustment).

NOTES TO THE FINANCIAL STATEMENTS *CONTINUED***3. Financial assets continued****Shares in affiliated undertakings**

| Name of company | Registered in | Percentage held | | Carrying amount (in \$ millions) | |
|--|---------------|-----------------|------|----------------------------------|----------------|
| | | 2025 | 2024 | 2025 | 2024 |
| Acergy Holdings (Gibraltar) Limited | Gibraltar | 100% | 100% | 26.2 | 121.2 |
| Subsea 7 International Holdings (UK) Limited | UK | 100% | 100% | 1,501.5 | 1,501.5 |
| Subsea 7 (UK Service Company) Limited | UK | 100% | 100% | 79.9 | 79.9 |
| Seaway 7 AS | Norway | 28% | 28% | 139.6 | 139.6 |
| Total shares in affiliated undertakings | | | | 1,747.2 | 1,842.2 |

The capital, reserves and profit and loss of the affiliated undertakings of the Company are included within the Annual Report of Subsea 7 S.A. as shown on pages 208 to 210, and the Company has applied the exemption, in accordance with article 67.3b of the law of 19 December 2002, to not disclose this information.

4. Capital and reserves

| (in \$ millions) | Subscribed capital | Share premium account | Legal reserve | Reserve for own shares | Profit brought forward | Profit or (loss) for the financial year | Total |
|-------------------------------------|--------------------|-----------------------|---------------|------------------------|------------------------|---|----------------|
| Balance at 1 January 2024 | 608.6 | 697.1 | 60.9 | 31.1 | 98.4 | 361.0 | 1,857.1 |
| Allocation of the result | – | – | – | – | 361.0 | (361.0) | – |
| Share cancellation | (9.4) | (37.3) | – | – | – | – | (46.7) |
| Decrease of legal reserve | – | – | (1.0) | – | 1.0 | – | – |
| Dividends declared | – | – | – | – | (163.1) | – | (163.1) |
| Net movement of own shares (Note 6) | – | (31.6) | – | 31.6 | – | – | – |
| Loss for the financial year | – | – | – | – | – | (69.5) | (69.5) |
| Balance at 31 December 2024 | 599.2 | 628.2 | 59.9 | 62.7 | 297.3 | (69.5) | 1,577.8 |
| Allocation of the result | – | – | – | – | (69.5) | 69.5 | – |
| Dividends declared | – | (140.5) | – | – | (227.8) | – | (368.3) |
| Net movement of own shares (Note 6) | – | 2.5 | – | (2.5) | – | – | – |
| Loss for the financial year | – | – | – | – | – | (132.6) | (132.6) |
| Balance at 31 December 2025 | 599.2 | 490.2 | 59.9 | 60.2 | – | (132.6) | 1,076.9 |

At 31 December 2025, the authorised share capital comprised 450,000,000 \$2.00 common shares (2024: 450,000,000 \$2.00 common shares) and 299,600,000 common shares were outstanding (2024: 299,600,000).

A dividend of NOK 13.00 per share was approved by the shareholders of the Company at the Annual General Meeting on 8 May 2025, which was paid from distributable reserves in two equal instalments on 22 May 2025 and 6 November 2025.

5. Legal reserve

Luxembourg law requires that 5% of the Company's unconsolidated net income is allocated to a legal reserve annually, prior to declaration of dividends. This requirement continues until the reserve is 10% of its issued share capital at nominal value, after which no further allocations are required until further issuance of shares. The legal reserve may also be satisfied by allocation of the required amount at the issuance of shares or by a transfer from share premium. The legal reserve is not distributable.

6. Reserve for own shares

| | 2025 Number of shares | 2025 in \$ millions | 2024 Number of shares | 2024 in \$ millions |
|---|-----------------------------|------------------------|-----------------------------|------------------------|
| At year beginning | 3,986,064 | 62.7 | 3,839,804 | 31.1 |
| Shares cancelled | – | – | (4,694,272) | (46.7) |
| Shares reallocated relating to share-based payments | (522,241) | (8.9) | (331,560) | (2.6) |
| Shares repurchased | – | – | 5,172,092 | 87.3 |
| Value adjustment | – | 6.4 | – | (6.4) |
| Balance at year end | 3,463,823 | 60.2 | 3,986,064 | 62.7 |

At 31 December 2025, the Company directly held 3,463,823 (2024: 3,986,064) own shares representing 1.16% (2024: 1.33%) of the total number of issued shares.

During the year ended 31 December 2025, 522,241 (2024: 331,560) shares representing 0.17% (2024: 0.11%) of the total number of issued shares were reallocated for \$nil consideration to employees of the Subsea7 Group to satisfy share awards under the 2018 and 2022 Long Term Incentive Plans.

A review of the carrying amount of own shares was performed at 31 December 2025, resulting in an upward value adjustment of \$6.4 million (2024: \$6.4 million downward value adjustment).

7. Provisions

Provision for pensions and similar obligations

| At (in \$ millions) | 2025 31 Dec | 2024 31 Dec |
|---|----------------|----------------|
| Provision for share-based payments vesting in future period | 24.0 | 18.7 |

At 31 December 2025, a provision of \$24.0 million was recognised to reflect the Company's expectation of the number of performance shares which will vest under the 2018 and 2022 Long Term Incentive Plans.

During the year ended 31 December 2025, \$8.9 million of the provision was utilised to satisfy charges in respect of share-based compensation (2024: \$2.6 million).

8. Amounts owed to affiliated undertakings

Becoming due and payable within one year

| At (in \$ millions) | 2025 31 Dec | 2024 31 Dec |
|---|----------------|----------------|
| Amounts owed to affiliated undertakings | 704.9 | 308.7 |

Amounts owed to affiliated undertakings were mainly related to amounts due to Subsea 7 Treasury (UK) Limited under the terms of the Group's internal working capital agreement. During the year ended 31 December 2025, interest costs of \$36.8 million were recognised by the Company (2024: \$11.2 million).

9. Other operating income

| For the year ended (in \$ millions) | 2025 31 Dec | 2024 31 Dec |
|-------------------------------------|----------------|----------------|
| Parent company guarantee income | 21.2 | 19.9 |

10. Commitments and guarantees

The Company arranges bank guarantees, which collectively refer to bank guarantees, performance bonds, tendering bonds, advance payment bonds, guarantees or standby letters of credit in respect of the performance obligations certain of its affiliated undertakings have to their clients.

Facilities

Multi-currency revolving credit and guarantee facility

On 15 June 2022, the Group entered into a \$700 million multi-currency revolving credit and guarantee facility with a five-year tenor, with two one-year extension options. The facility is available in a combination of guarantees, up to a limit of \$200 million, and cash drawings, or in full for cash drawings. The facility is guaranteed by the Company and Subsea 7 Finance (UK) PLC, a wholly-owned subsidiary of the Group. The facility size reduced from \$700 million to \$600 million in September 2024 and will reduce further to \$500 million in June 2028 until maturity in June 2029. The facility was unutilised at 31 December 2025.

The South Korean Export Credit Agency (ECA) facility

In July 2015, the Group entered into a \$357 million senior term loan facility secured on two vessels owned by the Group. The facility is provided 90% by an Export Credit Agency (ECA) and 10% by two banks and is available for general corporate purposes. The ECA tranche has a 12-year maturity and a 12-year amortising profile. The commercial tranche initially had a five-year maturity and a 15-year amortising profile, which commenced in April 2017. The commercial tranche was refinanced during November 2021, now maturing in January 2027, while retaining the original amortising profile. The facility is guaranteed by the Company. At 31 December 2025, the amount outstanding under the facility was \$86.0 million (2024: \$110.6 million).

UK Export Finance (UKEF 2021) facility

On 24 February 2021, the Group entered into a \$500 million five-year amortising committed loan facility backed by a \$400 million guarantee from UK Export Finance. The facility has a five-year tenor which commenced when the facility was fully drawn. The facility can be used for general corporate purposes, including to provide working capital financing for services provided from the UK. The facility is guaranteed by the Company. At 31 December 2025, the amount outstanding under the facility, net of facility fees, was \$222.7 million (2024: \$321.7 million).

NOTES TO THE FINANCIAL STATEMENTS *CONTINUED***10. Commitments and guarantees continued****2023 UK Export Finance (UKEF 2023) facility**

On 27 July 2023, the Group entered into a \$450 million five-year amortising loan facility backed by a \$360 million guarantee from UK Export Finance. The facility has a five-year tenor which commenced in July 2025. The facility is guaranteed by the Company and Subsea 7 Finance (UK) PLC, a wholly-owned subsidiary of the Group. At 31 December 2025, the amount outstanding under the facility, net of facility fees, was \$274.7 million (2024: \$289.4 million).

Utilisation of facilities

| At (in \$ millions) | 2025 31 Dec Utilised | 2025 31 Dec Unutilised | 2025 31 Dec Total | 2024 31 Dec Utilised | 2024 31 Dec Unutilised | 2024 31 Dec Total |
|--------------------------------|----------------------------|------------------------------|-------------------------|----------------------------|------------------------------|-------------------------|
| Committed borrowing facilities | 588.8 | 600.0 | 1,188.8 | 728.0 | 757.6 | 1,485.6 |

Other facilities

In addition to the above there are a number of uncommitted, unsecured bilateral guarantee arrangements in place in order to provide specific geographical coverage. The utilisation of these facilities at 31 December 2025 was \$2.9 billion (2024: \$2.1 billion).

11. Other external expenses

| For the year ended (in \$ millions) | 2025 31 Dec | 2024 31 Dec |
|-------------------------------------|----------------|----------------|
| Administrative expenses | 1.8 | 1.2 |
| Professional services | 30.7 | – |
| Statutory audit fees | 0.2 | 0.2 |
| Other assurance fees | 0.3 | – |
| Total | 33.0 | 1.4 |

12. Other operating expenses

| For the year ended (in \$ millions) | 2025 31 Dec | 2024 31 Dec |
|---|----------------|----------------|
| Corporate allocation and shareholders' costs | 23.2 | 57.3 |
| Provision for share-based payments which may vest in future periods | 14.2 | 16.3 |
| Other operating expenses | 1.0 | 1.0 |
| Total | 38.4 | 74.6 |

13. Income from participating interests derived from affiliated undertakings

On 31 December 2025, the Company received a dividend of \$43.0 million from Acergy Holdings (Gibraltar) Limited (2024: \$15.0 million from Acergy Holdings (Gibraltar) Limited). Consideration for this transaction was settled under, and in line with the terms of, the Group's internal working capital agreement.

14. Other interest receivable and similar income derived from affiliated undertakings

| For the year ended (in \$ millions) | 2025 31 Dec | 2024 31 Dec |
|--|----------------|----------------|
| Guarantee fee commission receivable from Eidesvik Seven AS | 0.1 | 0.1 |

15. Tax on profit or loss

For the year ended 31 December 2025, the Company was fully taxable at an effective rate of 23.87% (2024: 24.94%). After taking account of required book to tax adjustments, the Company recorded a fiscal loss for the year. No benefit has been recorded in respect of this loss due to uncertainty over future recoverability.

16. Share-based payments

Awards made under the Group's Long Term Incentive Plans, in the form of equity-settled share-based payments, are satisfied by the Company on behalf of its affiliated undertakings. During the year ended 31 December 2025, \$8.9 million of an established provision was utilised to satisfy charges in respect of share-based compensation. In the prior year, a charge of \$2.6 million was recognised directly in the Profit and Loss account.

The share-based schemes operated by the Group are:

2018 Long Term Incentive Plan

The 2018 Long Term Incentive Plan (2018 LTIP Plan) was approved by the Company's shareholders at the Annual General Meeting on 17 April 2018 and was valid for a period up to five years until 2023. Awards under the 2018 LTIP Plan were made in 2018, 2019, 2020 and 2021.

2022 Long Term Incentive Plan

The 2022 Long Term Incentive Plan (2022 LTIP Plan) was approved by the Company's shareholders at the Annual General Meeting on 12 April 2022, superseding the 2018 LTIP Plan, and is valid for a period of five years until 2027. The principles of the plan remained as previous years whereby a conditional award of shares is made that provides for share awards which vest over a three to five-year period subject to performance measures. Cash Conversion Ratio (CCR) has been added to the plan and the percentage weighting of each measure adjusted to reflect this.

The 2022 LTIP Plan has a five-year term with awards being made annually in October. The aggregate number of shares which may be granted in any calendar year is limited to 0.5% of issued share capital on 1 January of that calendar year. The total number of shares that may be delivered pursuant to awards under the plan shall not exceed 11,500,000. The total number of share awards and shares granted to the CEO and CFO are recommended by the Compensation Committee for the approval by the Board of Subsea7. The 2022 LTIP Plan is an essential component of the Company's reward strategy and is designed to align the interests of participants with those of the Company's shareholders and enables participants to share in the success of the Company. The 2022 LTIP Plan provides for conditional awards of shares based upon performance conditions measured over a performance period of three years. Performance conditions are based upon three measures and weightings determined by the Compensation Committee. During 2024, the Compensation Committee approved the following revised weightings to apply to the 2024 and future LTIP awards under the 2022 LTIP Plan:

- Total Shareholder Return (50%)
- Cash Conversion Ratio (30%)
- Return on Average Invested Capital (20%).

All three performance conditions are determined over a three-year period from 1 July in the year of award to 30 June three years later. Subject to the achievement of the performance conditions, awards will vest in equal tranches after three, four and five years from award date.

Under the terms of the LTIP, participants are not entitled to receive dividend equivalent payments during the performance and holding periods. On 31 December 2025, there were approximately 150 participants in the active LTIP schemes (2018 LTIP and 2022 LTIP Plans). Individual award caps are in place such that no participant may be granted shares under the 2022 LTIP Plan in a single calendar year that have an aggregate fair market value in excess of 150%, in the case of the CEO, CFO and other members of the Executive Management Team, and 100%, in the case of other employees, of their annual base salary at the date of the award. Additionally, a holding requirement for the CEO, CFO and other members of the Executive Management Team applies where they must hold 50% of all awards that vest until they have built up a shareholding with a market value of 150% of their annual base salary which must be maintained throughout their tenure.

Total Shareholder Return based awards

The Company will have to achieve a Total Shareholder Return (TSR) ranking above the median for any awards to vest. If the ranked TSR position of the Company during the three-year performance period, as converted to a percentage, is equal to 50%, 20% of the share award will vest. If the ranked TSR position of the Company is greater than 50% and below 75%, the vesting of the share award between 20% and 50% is determined by linear interpolation. The maximum award of 50% would vest if the Company achieved a ranked TSR position of equal to or greater than 75%.

Cash Conversion Ratio based awards

The Cash Conversion Ratio (CCR) measures the conversion of Adjusted EBITDA into a form of cash. The Board believes this measure is an important addition to the LTIP as it aligns with shareholder interests in making sure the business converts profitability into cash generated from its operations in a timely manner. The Group can exert significant influence in achieving this goal. Furthermore it is clear and predictable, and as with the other two measures, the elements of the calculation are readily identifiable from the Group Financial Statements.

CCR is calculated for each of the three years of the performance period on a quarterly basis.

Return on Average Invested Capital based awards

Return on Average Invested Capital (ROAIC) is calculated for each of the three years of the performance period on a quarterly basis.

Details of the TSR, ROAIC and CCR calculations, including further details of each Long-Term Incentive Plan, are disclosed within the Remuneration Report on pages 65 to 69.

NOTES TO THE FINANCIAL STATEMENTS *CONTINUED***16. Share-based payments continued****Vesting of LTIP 2022 award**

The performance conditions applicable to the share awards granted in 2022 under the 2022 LTIP Plan that vested during 2025 were based upon three measures: TSR, ROAIC and Cash conversion, with a weighting of 65%, 15% and 20%, respectively. Subject to these performance conditions, the vested shares are transferred to participants in equal tranches on the third, fourth and fifth anniversary of the award date.

The performance conditions for the vesting of the share awards granted in 2022 under the 2022 LTIP Plan are set out below. For LTIP 2022 awards, all performance conditions were assessed over the three-year period; TSR vested at 80.10%, Cash conversion at 52.50%, and ROAIC 0%.

| Metric | Percentage of share awards under each metric | Range | Result | Percentage of shares to vest under each metric | Shares to vest |
|------------------------|--|----------------|---------------------------|--|----------------|
| TSR | 65% | 50%–100% | 78.5% ^(a) | 80.10% | 52.06% |
| ROAIC | 15% | 9%–14% | 2.89% ^(b) | – | – |
| Cash conversion | 20% | 0.7–1.1 | 0.91^(c) | 52.50% | 10.50% |
| Total | 100% | | | | 62.56% |

(a) Subsea7 ranked 4th out of the 15 companies within the selected peer group (above the median but below the 90th percentile). This resulted in 80.10% vesting for the TSR portion – 52.06% of the total award.

(b) The average over the three-year performance period was 2.89%. This resulted in 0% vesting for the ROAIC portion.

(c) The average over the three-year performance period was 0.91. This resulted in 52.50% vesting for the cash conversion portion – 10.50% of the total award.

During 2025, in accordance with the terms of the 2018 and 2022 LTIP Plans, shares totalling 522,241 (2024: 331,560) were transferred to participants.

Long Term Incentive Plan awards in 2025

Conditional share awards were made to approximately 150 leaders and key employees on 1 October 2025, comprising 1,397,750 (2024: 1,476,800) shares under the terms of the 2022 LTIP Plan.

17. Staff

The average full-time equivalent number of employees of the Company for the year ended 31 December 2025 was nil (2024: one).

18. Related party transactions

The Company has taken advantage of the exemption under the law of 19 December 2002, Article 65 which does not require the disclosure of transactions with wholly-owned members of the Group.

The Company is an associate of Siem Industries S.A. and is equity accounted for within Siem Industries S.A.'s Consolidated Financial Statements.

Transactions with Siem Industries S.A. related to services provided totalled \$0.9 million (2024: \$nil).

Transactions with a company ultimately controlled by Siem Industries S.A. in relation to property rental totalled less than \$0.1 million (2024: less than \$0.1 million).

Transactions with Treveri S.à r.l., a company controlled by Mr Siem, in relation to services provided totalled \$0.1 million (2024: \$0.1 million).

In addition, the Company received guarantee commission for an amount of \$0.1 million (2024: \$0.1 million) from Eidesvik Seven AS related to the 100% guarantee provided on the loan facility by Subsea 7 International Holdings (UK) Limited.

19. Board of Directors' expenses

Fees paid to Directors for the year ended 31 December 2025 amounted to \$1.0 million (2024: \$1.0 million).

20. Events after the reporting period**Dividend**

At the Annual General Meeting on 12 May 2026, the Board of Directors will propose a dividend of NOK 13.00 per share, equating to approximately \$400 million, payable in May 2026. The proposed dividend comprises an annual dividend equating to approximately \$350 million, subject to approval at the Annual General Meeting, and an interim dividend of approximately \$50 million which was approved by the Board of Directors on 25 February 2026 and will be ratified at the Annual General Meeting.

On 12 February 2026, the Company received a dividend of \$500.0 million from Subsea 7 International Holdings (UK) Limited, a wholly-owned subsidiary. Consideration for this transaction was settled under, and in line with the terms of, the Group's internal working capital agreement.