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- Our differentiators
- Our priorities
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Subsea 7 – in summary

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

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

Our core values
Safety
Integrity
Innovation
Performance
Collaboration
## Our market segments

**We are a global market leader in the Subsea Umbilicals, Risers and Flowlines (SURF) sector. In every major offshore region we safely execute projects which connect seabed wellhead infrastructures to surface facilities such as platforms and floating production systems. Most SURF projects are contracted on a fixed-price basis and involve Engineering, Procurement, Installation and Commissioning (EPIC) services.**

**SURF**

Delivered through our i-Tech Services business, we provide inspection, maintenance and repair (IMR) services, integrity management of subsea infrastructure, remote intervention using divers or ROVs, bespoke tooling and engineered solutions and drilling rig exploration support. With over 30 years’ experience, we are an acknowledged world leader in this long-term market.

**i-Tech Services**

Our joint venture Seaway Heavy Lifting (SHL) operates two world-class heavy lift vessels and is active in three specialist segments of the offshore energy market: the installation of offshore wind turbines, structures and substations; the transport and installation of large offshore oil and gas structures and the decommissioning of redundant offshore structures.

**Renewables and Heavy Lift**
Our market segments

2015 Revenue: $4.8 billion

- Corporate (Renewables and Heavy-lift) $29m (1%)
- i-Tech Services $442m (9%)
- SURF and Conventional $4,287m (90%)

Latest Backlog: $7.1 billion

- Corporate $1.3bn (21%)
- i-Tech Services 0.5bn (9%)
- SURF and Conventional $4.3bn (70%)

- Revenue represents only external revenues for each segment
- Corporate includes Renewables and Heavy Lift
- Backlog as at 30 September 2016
Our global presence

- Beatrice wind farm, BOWL
- Catcher, Premier
- Culzean, Maersk
- Callater, Apache
- Western Isles, Dana
- Montrose, Talisman
- USC & Pipelay, Shell
- SCIRM, BP
- DSVi, Various
- Martin Linge, Total
- Aasta Hansteen, Statoil
- Maria, Wintershall
- Mariner, Statoil
- Stampede, Hess
- Coulomb Ph2, Shell
- Holstein Deep, Freeport McMoran
- PLSVs, Petrobras
- T.E.N., Tullow (JV Partner)
- West Nile Delta Phase 1, BP
- West Nile Delta Phase 2, BP
- West Nile Delta, Burullus
- East Nile Delta, Pharonic
- Atoll, Pharonic
- Lianzi, Chevron
- EPRS, INPEX/Chevron
- Persephone, Woodside
Some of our major projects

- Good execution sustained across the project portfolio
- Successful application of market leading technology

- **Aasta Hansteen** (Norway)
- **Beatrice** (UK)
- **Catcher** (UK)
- **TEN** (Ghana)
- **Maria** (Norway)
- **Martin Linge** (Norway)
- **WND Ph. 1** (Egypt)
Our PLSV fleet offshore Brazil

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

550t purpose-built vessels capable of laying pipe in 2,500-3,000 metres water depth

Dual purpose. Deepwater pipelay (420t) and heavy lift capability (400t)

Horizontal-lay vessels capable of laying three products simultaneously

340t – 360t top-tension capacity, capable of laying smaller or lighter product in deepwater

Seven Cruzeiro due to commence contracted activity in H1 2017 respectively
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Our competitive position remains strong

Current competitors in SURF:

Global leaders in EPIC

- Subsea 7
- Technip
- Saipem

Allseas | Heerema | McDermott

Regional Players

- SapuraKencana
- Swiber
- Sea Trucks
- Ocean Installer

Small National Players

EMAS/Chiyoda Subsea JV

Various competitors of Subsea 7 have gone into administration or exited offshore oil services during the downturn:

- Ceona
- Petrofac (exited SURF)
- Reef Subsea
- Harkand
- Hallin Marine
- Red7 Marine
- Cal Dive
- Cecon
- Specialist Subsea Services
Our key attributes differentiate us

- **People**
  - Project delivery based on our expertise and know-how

- **Technology**
  - Market driven and cost-effective solutions

- **Assets**
  - A diverse fleet of vessels and strategically positioned global assets

- **Local presence**
  - Building strong local businesses and embedding local capability
Our People

• Our highly skilled and experienced workforce deliver projects safely and reliably
• Reduction in capacity in line with lower expected activity levels and new ways of working
• Focus on maintaining competitiveness and protecting our core offering through the cycle
## Our Strategic Technology Programmes

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Riser Systems</strong></td>
<td>Market leading portfolio of riser systems</td>
</tr>
<tr>
<td><strong>Flowline Systems</strong></td>
<td>Developing flowline solutions enabling optimum field architecture – Flow assurance</td>
</tr>
<tr>
<td><strong>Bundles</strong></td>
<td>Enhancing Pipeline Bundle technology solutions for the global market.</td>
</tr>
<tr>
<td><strong>Subsea Processing</strong></td>
<td>Integrating compact subsea processing systems into our solutions</td>
</tr>
<tr>
<td><strong>LOF &amp; remote intervention</strong></td>
<td>Developing LOF services, products and solutions for the future</td>
</tr>
</tbody>
</table>
Our Technology programmes
• Fully capable fleet equipped for all methods of subsea construction in harsh and deepwater environments
• 36 vessels with flexible capacity to meet market activity
  – 29 currently in active use (7 chartered and 22 owned)
  – 4 stacked due to challenging market conditions
  – 3 under construction

Our Assets

<table>
<thead>
<tr>
<th>7</th>
<th>12</th>
<th>4</th>
<th>8</th>
<th>4</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rigid-lay</td>
<td>Vertical Flex-lay</td>
<td>Horizontal Flex-lay</td>
<td>Diving support</td>
<td>Light construction</td>
<td>Hook-up lift barge</td>
</tr>
</tbody>
</table>

• New-build vessels enhance fleet capability and efficiency
New-build vessels programme

Capital expenditure ($ millions)
Estimated total spend: $1.9bn

- Seven Waves: Operational 2014
- Seven Rio: Operational 2015
- Seven Sun: Operational Q4 2016
- Seven Cruzeiro: Scheduled H1 2017
- Seven Arctic: Scheduled H1 2017
- Seven Kestrel: Scheduled H1 2017

Amounts include an estimate for interest to be capitalised during construction.
E = estimated
Our Vessels as at September 2016

29 vessels in the active fleet

**7 Chartered:**
- Skandi Acergy
- Grant Candies
- Normand Subsea
- Siem Stingray
- Subsea Viking
- Normand Oceanic
- Seven Viking

**22 Owned:**
- Seven Borealis
- Seven Oceans
- Seven Condor
- Seven Seas
- Sapura 3000
- Oleg Strashnov
- Stanislav Yudin
- Rockwater 2
- Seven Antares
- Seven Falcon
- Seven Osprey
- Seven Pelican
- Kommandor 3000
- Seven Eagle
- Seven Mar
- Seven Pacific
- Seven Phoenix
- Simar Esperanca
- Seven Atlantic
- Seven Sun
- Seven Waves
- Seven Rio

3 vessels under construction

- Seven Arctic - Scheduled H1 2017
- Seven Kestrel - Scheduled H1 2017
- Seven Cruzeiro - Scheduled H1 2017

4 vessels stacked

- Seven Navica
- Seven Discovery
- Rockwater 1
- Seven Inagha

(1) Owned and operated by a joint venture
(2) Long-term charter from a vessel-owning joint venture
36 Vessels in our total fleet as at March 2016

Diving Support

Rigid pipelay / heavy lift

Construction / vertical flex-lay

Construction / horizontal flex-lay

Life of Field / light construction

Lift / Hook-up

8 vessels released since May 2015

Seven Polaris (Scrapped 4Q ’15)
Skandi Seven (returned to owner 3Q ’15)
Havila Subsea (returned to owner 4Q ’15)
Acergy Viking (returned to owner 4Q ’15)
Skandi Skansen (returned to owner 4Q ’15, short-term charter agreement remains in place)
Skandi Neptune (returned to owner 1Q ’16)
Normand Seven (returned to owner 3Q ’16)
Seven Petrel (Sold outside the industry 3Q ’16)

(1) Owned and operated by a joint venture
(2) Long-term charter from a vessel-owning joint venture
(3) Under construction
(4) Stacked (as at September 2016)
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Ways of working

Engage early

Collaborate

Simplify processes

Apply appropriate standards

Remove excess specification

Optimise utilisation
Engaging Early to Deliver Value

Appraise  Select  Define  Execute  Operate

Enhanced Production & Recovery  Accelerated Execution  Cost & Risk Reduction

Form alliances with market leading partners
Working collaboratively: Subsea Integration Alliance

New Integrated Technology Development
Prepare our future differentiators

Integrated Technical Collaboration
Improve interfaces, lower common costs

Integrated Project Execution Plan
Prepare execution

Prospects
Business Development Concepts / engineering

Tenders
Prepare joint offer Align project specifics

Projects

Improved return on investment through increased production, enhanced recovery and reduced costs
Working collaboratively: Our Partnerships

- **New partnership with Aker BP:**
  - innovative contractual model
  - offshore Norway
  - integrated partnership basis
  - three way risk/reward agreement

- Partnerships are an extension of our collaborative approach to client engagement

- Engage early and develop long-term collaborative relationships with mutual benefits
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
Delivering our resizing programme

**2016: in progress**
- 5 active vessels to be stacked or released
- Reduce the workforce to 8,000 people
- Complete by early 2017
- $350 million annual savings
- Up to $100m restructuring charge in 2016

**2015: completed**
- First resizing programme
- 13 vessels stacked or released
- Reduced the workforce by 3,600 people
- $550 million annual savings
- $136m restructuring charge in 2015
Our Adjusted EBITDA margin performance

- 2015 and 2016 Adjusted EBITDA margins enhanced by
  - Early implementation of cost reduction measures
  - Consistently good execution and project de-risking
  - Successful completions of peak-cycle projects
Liquidity and cash returns to shareholders

• Robust balance sheet, net cash $943m
• Preserve financial flexibility, cash and cash equivalents $1.2 billion
• Five-year $750 million revolving credit facility
• Export Credit Agency backed secured term loan of up to $357 million
• $200m share repurchase programme extended
  – $57m (5.3m shares) repurchased under this programme as at 31 March 2016
• Vessel new build programme due to complete in first half 2017
• Over $1 billion has been returned to shareholders from cash dividends and share repurchases since the merger in 2011
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Deep offshore can be competitive but costs need to go down

Oil sands remains the most expensive with an average breakeven price of $68 bbl

The average break-even price of North America shale is estimated at $67bbl.

Deepwater is competitive but costs need to reduce before large greenfield projects are sanctioned.

Source: Rystad, October 2016
Market outlook

• Industry conditions are still challenging at present

• Oil price has improved over the last nine months and there is evidence that supply and demand are becoming more balanced

• Sustainable savings are lowering costs for our clients on new projects

• Cause to believe that there could be an increase in SURF project awards in the market within the next 18 months
Business Unit outlook

SURF and Conventional

• Remaining competitive, but with the right project risk profile
• Active SURF project tenders include:
  • Mad Dog 2 (US GoM)
  • Platina (Angola)
  • KG-D6, R-Cluster (India)
  • Skarffjell (Norway)
  • Pil (Norway)
  • Fortuna (Equatorial Guinea)
  • Golfinho (Mozambique)
  • KG-DWN, block 98/2 (India)
  • Zinia (Angola)

i-Tech Services

• Focusing on expanding activities worldwide

Renewables and Heavy Lift

• Sustaining tender activity level
Q3 Backlog and order intake

- Backlog of $6.2 billion, as at 30 September 2016

(1) Included $1.9 billion related to 9 long-term contracts for PLSVs in Brazil, approximately 75% of which related to the four 550t PLSVs (Seven Waves, Seven Rio, Seven Sun and Seven Cruzeiro)

(2) Corporate includes Renewables and Heavy Lift
## Financial guidance

<table>
<thead>
<tr>
<th>2016</th>
<th>Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>Significantly lower than 2015</td>
</tr>
<tr>
<td>Adjusted EBITDA percentage margin</td>
<td>Higher than 2015</td>
</tr>
<tr>
<td>Administrative expense</td>
<td>$240 million - $250 million</td>
</tr>
<tr>
<td>Net finance income</td>
<td>Up to $10 million</td>
</tr>
<tr>
<td>Depreciation and Amortisation</td>
<td>$380 million - $400 million</td>
</tr>
<tr>
<td>Full year effective tax rate</td>
<td>28% - 30%</td>
</tr>
<tr>
<td>Total capital expenditure</td>
<td>$340 million - $370 million</td>
</tr>
<tr>
<td>- New build programme</td>
<td>$250 million</td>
</tr>
<tr>
<td>- Sustaining capital expenditure</td>
<td>$90 million - $120 million</td>
</tr>
<tr>
<td>Net working capital outflow</td>
<td>$100 million - $200 million</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2017</th>
<th>Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>Broadly in line with 2016</td>
</tr>
<tr>
<td>Adjusted EBITDA percentage margin</td>
<td>Significantly lower than 2016</td>
</tr>
</tbody>
</table>

Adjusted EBITDA is defined on slide 27
Net working capital is defined as current assets and liabilities excluding current borrowings and cash and cash equivalents.
Summary

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

#### Net operating income to Adjusted EBITDA

<table>
<thead>
<tr>
<th>For the period (in $millions)</th>
<th>Three Months Ended 30 September 2016</th>
<th>Three Months Ended 30 September 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net operating income</td>
<td>195</td>
<td>214</td>
</tr>
<tr>
<td>Depreciation, amortisation and mobilisation</td>
<td>94</td>
<td>100</td>
</tr>
<tr>
<td>Impairment of property, plant and equipment</td>
<td>-</td>
<td>37</td>
</tr>
<tr>
<td>Impairment of intangibles</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>289</td>
<td>351</td>
</tr>
<tr>
<td>Revenue</td>
<td>928</td>
<td>1,200</td>
</tr>
<tr>
<td>Adjusted EBITDA %</td>
<td>31%</td>
<td>29%</td>
</tr>
</tbody>
</table>

#### Net income to Adjusted EBITDA

<table>
<thead>
<tr>
<th>For the period (in $millions)</th>
<th>Three Months Ended 30 September 2016</th>
<th>Three Months Ended 30 September 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income</td>
<td>149</td>
<td>145</td>
</tr>
<tr>
<td>Depreciation, amortisation and mobilisation</td>
<td>94</td>
<td>100</td>
</tr>
<tr>
<td>Impairment of property, plant and equipment</td>
<td>-</td>
<td>37</td>
</tr>
<tr>
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<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Finance income</td>
<td>(1)</td>
<td>(3)</td>
</tr>
<tr>
<td>Other gains and losses</td>
<td>8</td>
<td>(25)</td>
</tr>
<tr>
<td>Finance costs</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Taxation</td>
<td>37</td>
<td>96</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>289</td>
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<tr>
<td>Adjusted EBITDA %</td>
<td>31%</td>
<td>29%</td>
</tr>
</tbody>
</table>
### Income statement – key highlights

<table>
<thead>
<tr>
<th>In $ millions, unless otherwise indicated</th>
<th>30 September 16 Unaudited</th>
<th>30 September 15 Unaudited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>928</td>
<td>1,200</td>
</tr>
<tr>
<td>Net operating income (NOI)</td>
<td>195</td>
<td>214</td>
</tr>
<tr>
<td>Income before taxes</td>
<td>186</td>
<td>241</td>
</tr>
<tr>
<td>Taxation</td>
<td>(37)</td>
<td>(96)</td>
</tr>
<tr>
<td>Net income</td>
<td>149</td>
<td>145</td>
</tr>
<tr>
<td>Adjusted EBITDA(1)</td>
<td>289</td>
<td>351</td>
</tr>
<tr>
<td>Adjusted EBITDA margin</td>
<td>31%</td>
<td>29%</td>
</tr>
<tr>
<td>Diluted earnings per share $</td>
<td>0.44</td>
<td>0.46</td>
</tr>
<tr>
<td>Weighted average number of shares (millions)</td>
<td>343</td>
<td>347</td>
</tr>
</tbody>
</table>

(1) Adjusted EBITDA defined in Appendix
### Income statement – supplementary details

**In $ millions**

<table>
<thead>
<tr>
<th>Description</th>
<th>30 September 16 Unaudited</th>
<th>30 September 15 Unaudited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative expenses</td>
<td>(63)</td>
<td>(89)</td>
</tr>
<tr>
<td>Share of net income of associates and joint ventures</td>
<td>11</td>
<td>33</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>94</td>
<td>100</td>
</tr>
<tr>
<td>Impairment of property, plant and equipment</td>
<td>-</td>
<td>37</td>
</tr>
<tr>
<td>Impairment of Intangibles</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net operating income</strong></td>
<td><strong>195</strong></td>
<td><strong>214</strong></td>
</tr>
<tr>
<td>Net finance income/(costs)</td>
<td>(1)</td>
<td>2</td>
</tr>
<tr>
<td>Other gains and losses</td>
<td>(8)</td>
<td>25</td>
</tr>
<tr>
<td><strong>Income before taxes</strong></td>
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<td><strong>241</strong></td>
</tr>
<tr>
<td>Taxation</td>
<td>(37)</td>
<td>(96)</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td><strong>149</strong></td>
<td><strong>145</strong></td>
</tr>
<tr>
<td><strong>Net income attributable to:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shareholders of the parent company</td>
<td>151</td>
<td>158</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>(2)</td>
<td>(13)</td>
</tr>
</tbody>
</table>
Segmental analysis

For the three months ended 30 September 2016

<table>
<thead>
<tr>
<th>In $ millions (unaudited)</th>
<th>SURF &amp; Conventional</th>
<th>i-Tech Services</th>
<th>Corporate</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>801</td>
<td>97</td>
<td>30</td>
<td>928</td>
</tr>
<tr>
<td>Net operating income</td>
<td>204</td>
<td>19</td>
<td>(28)</td>
<td>195</td>
</tr>
<tr>
<td>Finance income</td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Other gains and losses</td>
<td>(8)</td>
<td></td>
<td></td>
<td>(8)</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(2)</td>
<td></td>
<td></td>
<td>(2)</td>
</tr>
<tr>
<td>Income before taxes</td>
<td>186</td>
<td></td>
<td></td>
<td>186</td>
</tr>
</tbody>
</table>

For the three months ended 30 September 2015

<table>
<thead>
<tr>
<th>In $ millions (unaudited)</th>
<th>SURF &amp; Conventional</th>
<th>i-Tech Services</th>
<th>Corporate</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,068</td>
<td>111</td>
<td>20</td>
<td>1,200</td>
</tr>
<tr>
<td>Net operating income</td>
<td>253</td>
<td>12</td>
<td>(51)</td>
<td>214</td>
</tr>
<tr>
<td>Finance income</td>
<td>3</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Other gains and losses</td>
<td>25</td>
<td></td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(1)</td>
<td></td>
<td></td>
<td>(1)</td>
</tr>
<tr>
<td>Income before taxes</td>
<td>241</td>
<td></td>
<td></td>
<td>241</td>
</tr>
</tbody>
</table>
### Business Unit performance

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue 2016</th>
<th>NOI 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$928m</td>
<td>$195m</td>
</tr>
<tr>
<td>2016</td>
<td>$1,200m</td>
<td>$214m</td>
</tr>
</tbody>
</table>

**Corporate Net Operating Loss included:**
- Restructuring charges of $52 million in Q3 2016 (Q3 2015: $36 million) in relation to the resizing programmes
- An impairment charge of nil in Q3 2016 (Q3 2015: $37 million)
# Summary balance sheet

<table>
<thead>
<tr>
<th></th>
<th>30 Sep 2016 Unaudited</th>
<th>31 Dec 2015 Audited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goodwill</td>
<td>731</td>
<td>767</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>4,432</td>
<td>4,559</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>519</td>
<td>502</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td><strong>5,682</strong></td>
<td><strong>5,828</strong></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>583</td>
<td>584</td>
</tr>
<tr>
<td>Construction contracts - assets</td>
<td>146</td>
<td>278</td>
</tr>
<tr>
<td>Other accrued income and prepaid expenses</td>
<td>171</td>
<td>152</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>1,397</td>
<td>947</td>
</tr>
<tr>
<td>Other current assets</td>
<td>93</td>
<td>65</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>2,390</strong></td>
<td><strong>2,026</strong></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>8,072</strong></td>
<td><strong>7,854</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>30 Sep 2016 Unaudited</th>
<th>31 Dec 2015 Audited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equity &amp; Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td><strong>5,634</strong></td>
<td><strong>5,346</strong></td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current portion of borrowings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other non-current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td><strong>665</strong></td>
<td><strong>734</strong></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other liabilities</td>
<td>988</td>
<td>1,123</td>
</tr>
<tr>
<td>Construction contracts – liabilities</td>
<td>423</td>
<td>459</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>355</td>
<td>182</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>1,773</strong></td>
<td><strong>1,774</strong></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>2,437</strong></td>
<td><strong>2,508</strong></td>
</tr>
<tr>
<td><strong>Total equity &amp; liabilities</strong></td>
<td><strong>8,072</strong></td>
<td><strong>7,854</strong></td>
</tr>
</tbody>
</table>
## Summary of year to date 2016 cash flow

<table>
<thead>
<tr>
<th>Description</th>
<th>$ millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents at <strong>31 Dec 2015</strong></td>
<td>947</td>
</tr>
<tr>
<td>Net cash generated from operating activities</td>
<td>713</td>
</tr>
<tr>
<td>Decrease of $12 million in net operating liabilities</td>
<td></td>
</tr>
<tr>
<td>Net cash flow used in investing activities</td>
<td>(186)</td>
</tr>
<tr>
<td>Included capital expenditure of $276 million mainly on new-build vessel programme</td>
<td></td>
</tr>
<tr>
<td>Net cash flow used in financing activities</td>
<td>(85)</td>
</tr>
<tr>
<td>Included $76 million repurchase of convertible bonds</td>
<td></td>
</tr>
<tr>
<td>Other movements</td>
<td>8</td>
</tr>
<tr>
<td>Cash and cash equivalents at <strong>30 Sep 2016</strong></td>
<td>1,397</td>
</tr>
</tbody>
</table>

- In the third quarter $234 million net cash generated from operating activities and $71 million invested in capital expenditure
- Investment activities included $18 million cash outflow in the quarter relating to the acquisition of Swagelining
- Net cash of $943 million as at 30 September 2016 compared to $423 million at 31 December 2015
Appendix

- Major project progression
- Corporate responsibility
- ADR
- Forward looking statement
- Contact details
Continuing projects >$100m between 5% and 95% complete as at 30 September 2016 excluding PLSV and Life of Field day-rate contracts

- Lianzi Topside (Angola)
- Mariner (UK/Norway)
- Clair Ridge (UK)
- Persephone Ph 2 (Australia)
- Aasta Hansteen (Norway)
- Catcher (UK)
- SLMP (Norway)
- Western Isles (UK)
- Sonamet (Angola)
- Stampede (GOM)
- West Nile Delta P1 (Egypt)
- Maria (Norway)
- Culzean (UK)

**Announced size of project**

- Major (Over $750m)
- Very Large ($500-$750m)
- Large ($300-$500m)
- Substantial ($150-$300m)
- Sizeable ($50-$150m)
Corporate Responsibility

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

**Great Safety Days**

- 2014: 298
- 2015: 315

**Clean Operations**

- 2014: 3,000
- 2015: 3,800

**Recordable Incident Frequency Rate (%)**

- 2013: 0.34
- 2014: 0.24
- 2015: 0.25

**Carbon Dioxide Emissions (‘000 tonnes)**

- 2013: 479
- 2014: 486
- 2015: 469

Note: Clean Operations data is for owned vessels only
ADR information

**ADR Ticker:** SUBCY

**ADR type:** Sponsored Level 1 ADR

**Listing venue:** OTC

**CUSIP:** 864323100

**Ratio:** 1 ADR : 1 Ordinary Share

**Depositary bank:** Deutsche Bank Trust Company Americas

**ADR broker helpline:**
- New York: +1 212 250 9100
- London: +44 207 547 6500
- Hong Kong: +852 2203 7854

e-mail: adr@db.com

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

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Direct Line +44 20 8210 5568
Website www.subsea7.com