Third Quarter 2019
Earnings Presentation

7 November 2019

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 2018. 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.

Third Quarter 2019

Jean Cahuzac, CEO
- *Highlights*

Ricardo Rosa, CFO
- *Financial performance*

Jean Cahuzac, CEO
- *Outlook*
- *Q&A*

Q3 2019 results

FINANCIAL HIGHLIGHTS

- Revenue $951 million
- Adjusted EBITDA $181 million
- Adjusted EBITDA margin 19%
- Diluted EPS $0.15

- Cash and cash equivalents $367 million
- Net debt $241 million (including $368 million IFRS 16 'Leases' liabilities)

OPERATIONAL HIGHLIGHTS

- Total Vessel Utilisation: 78%
- Low but improving levels of activity in Renewables and Heavy Lifting
- Good utilisation for the PLSVs and Life of Field vessels

ORDER INTAKE

- Order backlog $4.9 billion
- $1.4 billion order intake
- 1.4x book-to-bill
- Steady increase in volume of tenders and awards

Operational highlights

Alligin (UK)

Burullus 9B (Egypt)

Snorre (Norway)

PUPP (Nigeria)

Mad Dog II (GoM)

Formosa 1 ph.2 (Taiwan)

Life of Field

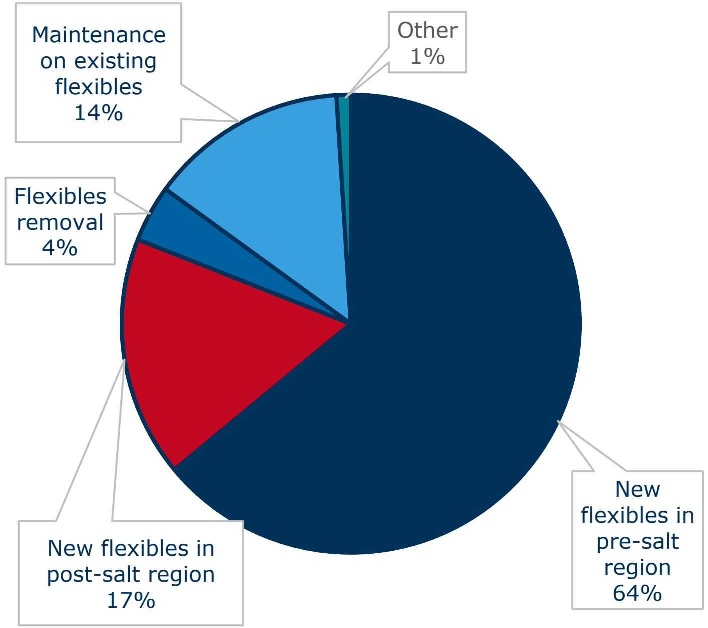
PLSVs (Brazil)

PLSVs in Brazil

- Pipelay support vessel (PLSV) is a heavy construction vessel with flex-lay capability also able to perform various construction activities over the project life cycle
- Scope of work in Brazil is a mix of installation of new flexibles as well as replacement and maintenance of existing flexibles
- All 4 of Subsea 7's PLSVs are ranked in the top 6 vessels of Petrobras' fleet for the last 12 months(1)

(1) Petrobras updates a rank of all PLSVs in the fleet on a monthly basis which is based on vessel performance against pre-established targets. Information provided is from July 2019 report.

PLSVs Use(2)



(2) Utilisation of Subsea 7 PLSV fleet year to date

Heavy Construction/Flex-lay Fleet

Presently in Brazil[1]

	Crane	Top Tension
Seven Cruzeiro	100t/ 400t[2]	550t
Seven Rio	100t/ 400t[2]	550t
Seven Sun	100t/ 400t[2]	550t
Seven Waves	400t	550t

Presently outside Brazil[1]

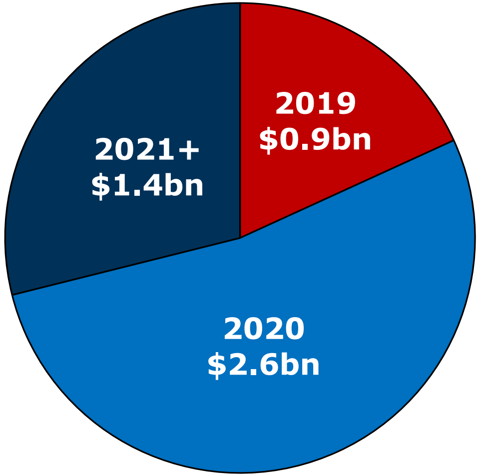
	Crane	Top Tension
Seven Seas	400t	430t
Seven Pacific	250t	260t
Seven Arctic	1000t	600t
Normand Oceanic	400t	125t/ 325t
Skandi Acergy [3]	400t	150t

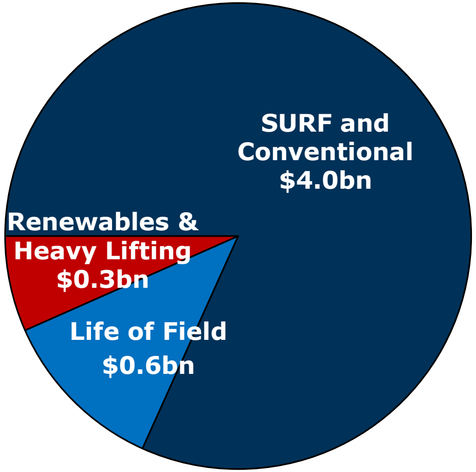
(1) As at 30 September 2019
(2) Capacity of current crane installed is 100t but vessel is built to hold a 400t crane

(3) Chartered vessel

Backlog and order intake

Backlog of $4.9 billion, as at 30 September 2019





- $1.4 billion order intake in the third quarter
- Book-to-bill:
  - 1.4x in the quarter
  - 1.0x year-to-date
- Six announced awards:
  - Europipe II (Norway)
  - Hornsea Two (UK)
  - Lapa NE (Brazil)
  - Marjan 2 (Middle East)
  - ACE (Azerbaijan)
  - 28 Jackets (Middle East)

Order backlog includes:
- $0.7 billion relating to long-term contracts for PLSVs in Brazil
- approximately $80 million adverse foreign exchange movement in the third quarter

Income statement – Q3 highlights

In $ millions, unless otherwise indicated	Three months ended **30 September 2019 Unaudited**	 30 September 2018 Unaudited
Revenue	**951**	1,082
Net operating income (NOI)	**59**	111
Income before taxes	**71**	110
Taxation	**(28)**	(34)
Net income	**42**	76
Adjusted EBITDA[1]	**181**	217
Adjusted EBITDA margin	**19%**	20%
Diluted earnings per share $	**0.15**	0.23
Weighted average number of shares (millions)	**299**	328

[1] Adjusted EBITDA defined in Appendix

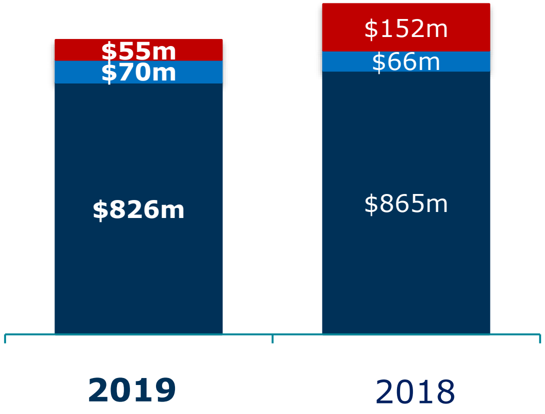
Income statement – supplementary details

In $ millions	Three months ended **30 September 2019 Unaudited**	 30 September 2018 Unaudited
Administrative expenses	**(73)**	(64)
Share of net (loss)/income of associates and joint ventures	**(3)**	-
Depreciation, amortisation, mobilisation and impairment	**(122)**	(107)
Net operating income	**59**	111
Net finance (cost)/income	**(4)**	1
Other gains and losses	**16**	(2)
Income before taxes	**71**	110
Taxation	**(28)**	(34)
Net income	**42**	76
Net income attributable to:		
Shareholders of the parent company	**44**	76
Non-controlling interests	**(2)**	-

Business Unit performance – Third quarter

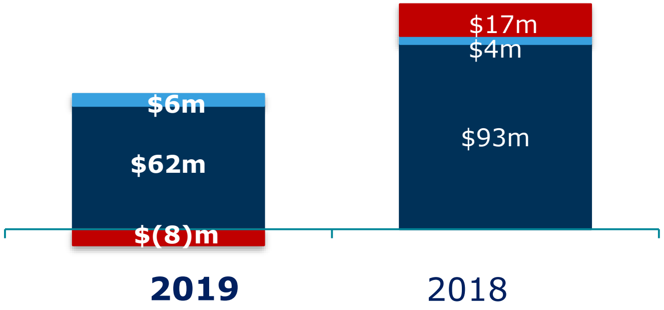
Revenue

$951m $1,082m



NOI

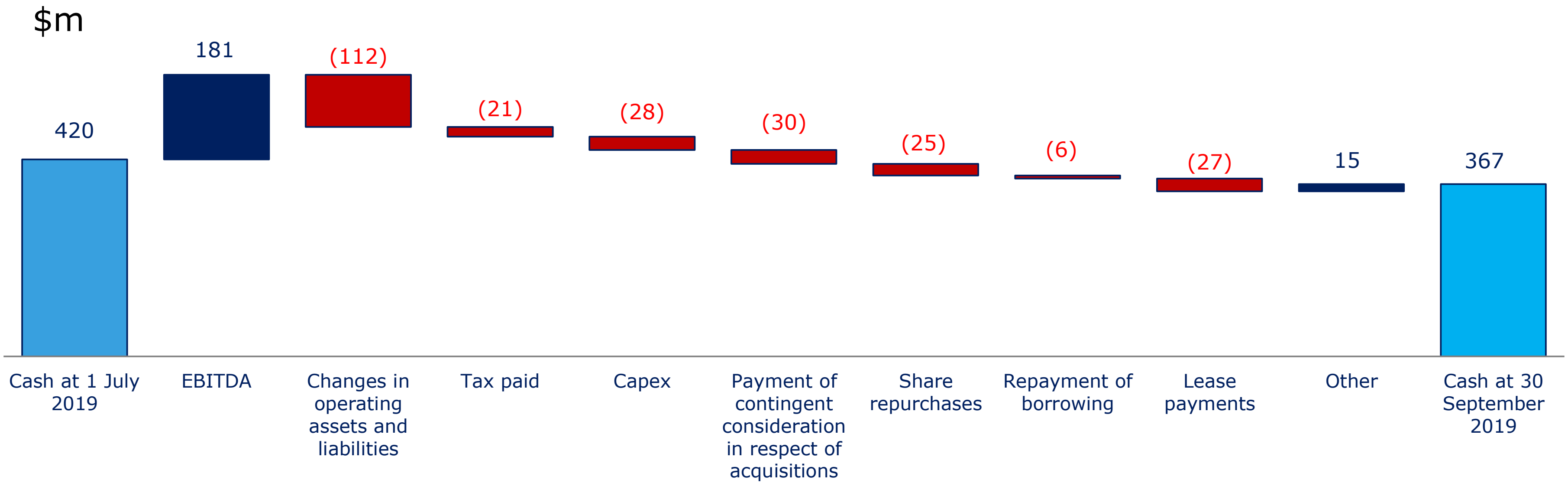
$59m $111m



SURF & Conventional **Life of Field** **Renewables & Heavy Lifting**

Corporate segment: net operating loss Q3 2019 $2m (Q3 2018: net operating loss $3m)

Summary of third quarter 2019 cash flow



At 30 September 2019:

- Net cash of $127 million excluding $368 million of lease liabilities
- Net debt of $241 million including lease liabilities
- Undrawn revolving credit facility of $656 million

Financial guidance[1]

2019 Guidance

Revenue	Slightly lower than 2018
Adjusted EBITDA[2]	Lower than 2018, double digit percentage margin
Net Operating Income	Positive for the Group
Administrative expense	$265 million - $275 million
Net finance cost	$10 million - $15 million
Depreciation and Amortisation	$480 million - $490 million
Full year effective tax rate	39% - 41%
Capital expenditure [3]	$250 million - $270 million

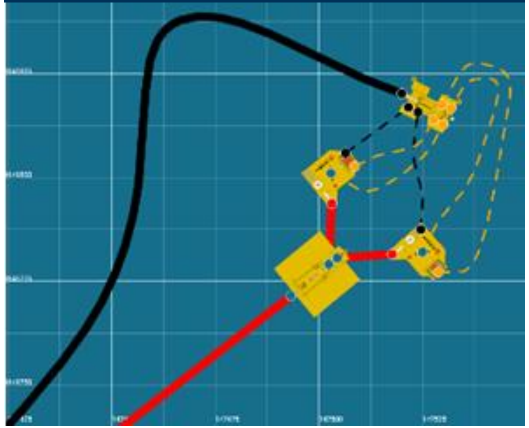
NEW 2020 Guidance

Revenue	Higher than 2019
Adjusted EBITDA	Higher than 2019

(1) Guidance given 7 November 2019
(2) Adjusted EBITDA in 2019 is expected to benefit by between $100 million and $110 million due to the implementation of IFRS 16 on 1 January 2019
(3) Includes approximately $80 million expenditure related to the new-build reel-lay vessel, *Seven Vega*

Creating market-leading solutions

Engage early



Enable with technology

Digitalise and automate

Early engagement

Subsea Integration Alliance

EARLY CLIENT ENGAGEMENT → APPRAISE → FEASIBILITY & CONCEPT SCREENING → CONCEPT SELECT & PRE-FEED → FEED & DESIGN COMPETITIONS

Subsea Integration Alliance

SIA

subsea 7

Total Lifecycle Solutions

10 projects [1]

(including 4 FEED-to-EPIC contracts)

7 clients

bp

woodside

TAQA

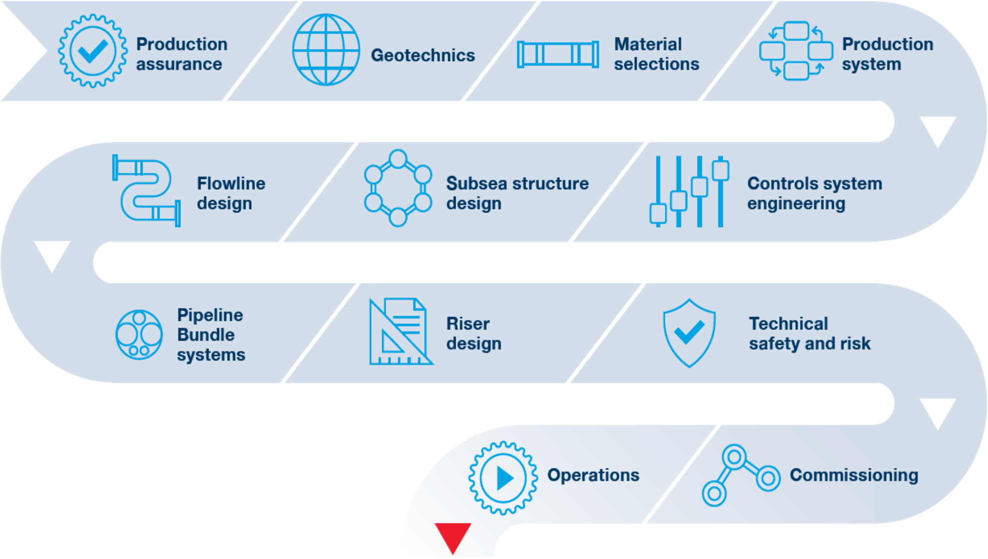
ExxonMobil

FIELDWOOD ENERGY

MURPHY OIL CORPORATION

5 countries

Africa, Australia, UK, Norway and US Gulf of Mexico



Improving productivity, maintaining availability

(1) Awarded since 2015

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Outlook: Key projects

- Increasingly, greenfield projects require an early engagement approach
- Vessel availability tightening for SURF and Conventional projects
- Renewables continue to grow around the globe
- Increased competition for foundations installation projects as SURF contractors enter the renewables market

Canada and USA
- **Equinor** Bay du Nord (i)
- **Shell** Whale

Europe
- **SSE** Seagreen (W)
- **Vattenfall** HKZ (W)*
- **Innogy** Kaskasi II (W)
- **IOG** Blythe and Vulcan
- **AkerBP** Aerfugl Ph2
- **Shell** Ormen Lange Ph3 (i)*

Africa
- **Woodside** SNE 1 (i)*
- **Shell** Bonga SW (i)
- **Aker Energy** Pecan (i)
- **ENI** Rovuma
- **BP** PAJ (i)

Middle East & Asia
- **WPD** Guanyin (W)
- **ADNOC** Hail Ghasha

Brazil
- **Equinor** Carcará (i)
- **Total** Lapa SW (i)
- **Petrobras** Buzios V
- **Petrobras** Mero 2

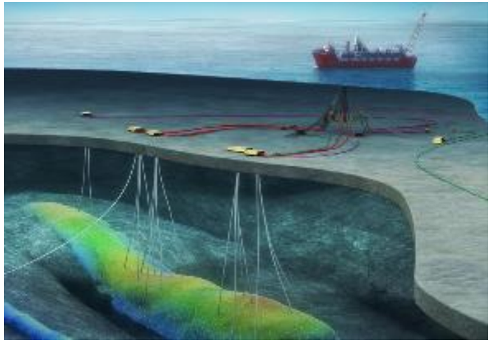
Guyana
- **ExxonMobil** Hammerhead

Australia
- **Woodside** Scarborough (i)*
- **Woodside** Julimar*
- **ConocoPhillips** Barossa (i)
- **Woodside** Browse (i)

* FEED already awarded with EPIC to follow pending FID
(i) Integrated SURF + SPS
(W) Offshore windfarm project

Summary

- Gradual market recovery for offshore oil and gas activity worldwide continues
- Early engineering, technology and integrated services are key enablers for greenfield awards
- Renewables market continues to grow rapidly but foundation installation sector remains competitive at this stage
- Subsea 7 is well positioned across all focus areas to navigate next phase of our business with increasing focus on energy transition and the application of new technologies



ANY QUESTIONS?

Appendix

Major project progression

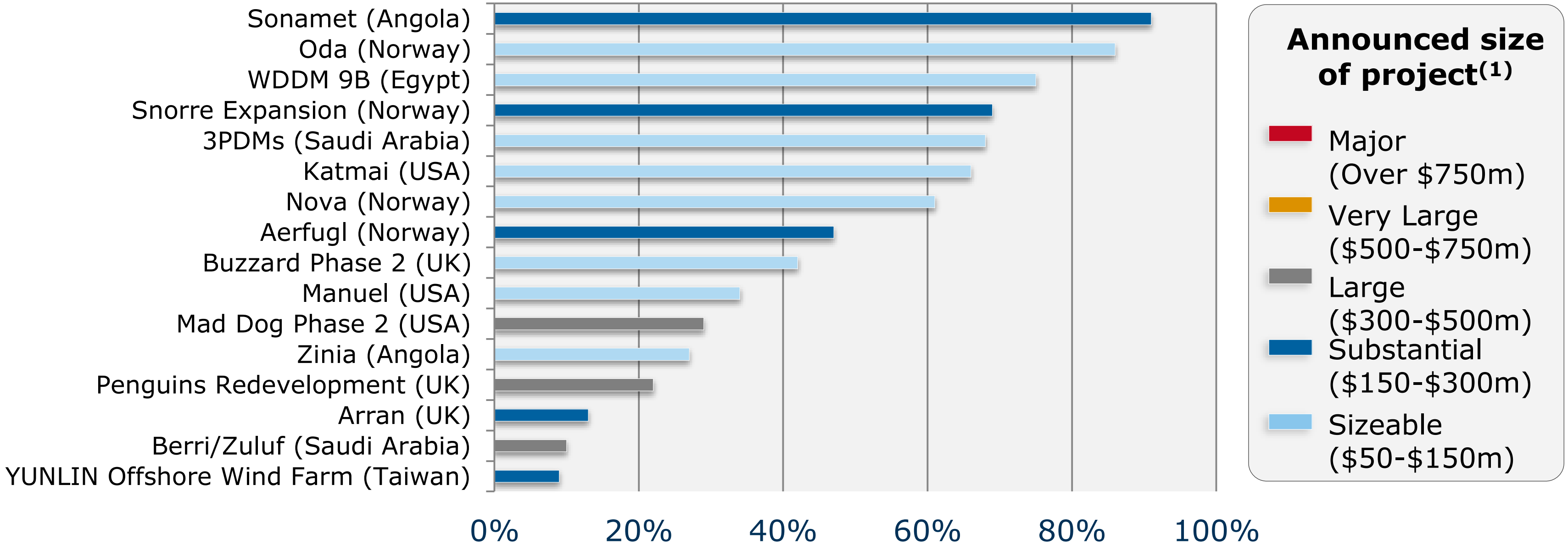
Track Record

Fleet

Financial summaries

Major project progression

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



(1) Project size at date of award

TRACK RECORD

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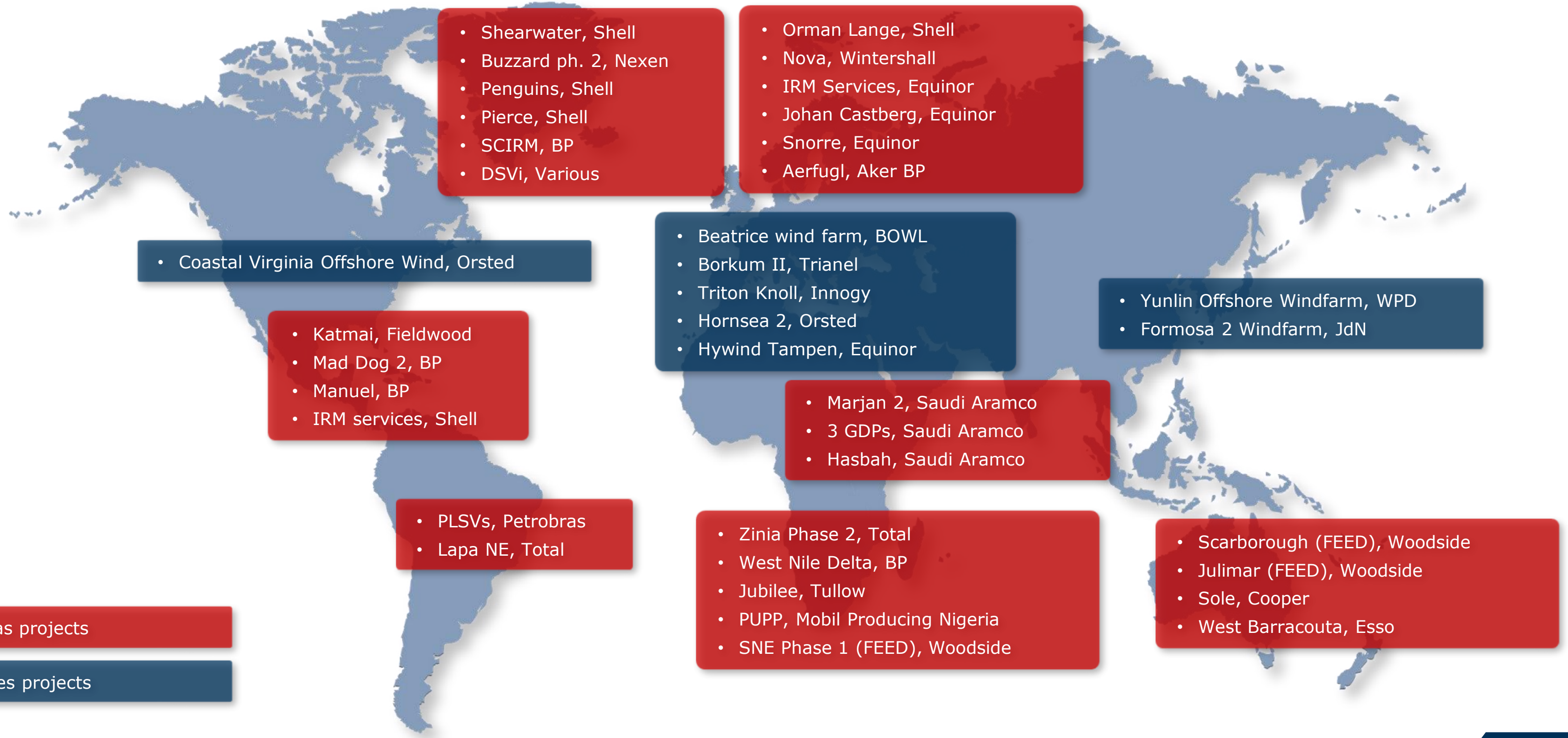
Over 1,000 projects delivered for our clients worldwide
- A selection of current and recent projects



- Shearwater, Shell
- Buzzard ph. 2, Nexen
- Penguins, Shell
- Pierce, Shell
- SCIRM, BP
- DSVi, Various

- Orman Lange, Shell
- Nova, Wintershall
- IRM Services, Equinor
- Johan Castberg, Equinor
- Snorre, Equinor
- Aerfugl, Aker BP

- Coastal Virginia Offshore Wind, Orsted

- Beatrice wind farm, BOWL
- Borkum II, Trianel
- Triton Knoll, Innogy
- Hornsea 2, Orsted
- Hywind Tampen, Equinor

- Yunlin Offshore Windfarm, WPD
- Formosa 2 Windfarm, JdN

- Katmai, Fieldwood
- Mad Dog 2, BP
- Manuel, BP
- IRM services, Shell

- Marjan 2, Saudi Aramco
- 3 GDPs, Saudi Aramco
- Hasbah, Saudi Aramco

- PLSVs, Petrobras
- Lapa NE, Total

- Zinia Phase 2, Total
- West Nile Delta, BP
- Jubilee, Tullow
- PUPP, Mobil Producing Nigeria
- SNE Phase 1 (FEED), Woodside

- Scarborough (FEED), Woodside
- Julimar (FEED), Woodside
- Sole, Cooper
- West Barracouta, Esso

Key

- Oil and Gas projects
- Renewables projects

FLEET 35 Vessels including 32 active vessels at end Q3 '19

- 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
- Owned by Nigerian joint venture

Segmental analysis

For the three months ended 30 September 2019

In $ millions (unaudited)	**SURF & Conventional**	**Life of Field**	**Renewables & Heavy Lifting**	**Corporate**	**TOTAL**
Revenue	**826**	**70**	**55**	**-**	**951**
Net operating income/(loss)	**62**	**6**	**(8)**	**(2)**	**59**
Finance income					**3**
Other gains and losses					**16**
Finance costs					**(7)**
Income before taxes					**71**

For the three months ended 30 September 2018

In $ millions (unaudited)	SURF & Conventional	Life of Field	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

Summary balance sheet

In $ millions	**30 September 2019 Unaudited**	31 December 2018 Audited
Assets		
Non-current assets		
Goodwill	**768**	751
Property, plant and equipment	**4,484**	4,569
Right-of-use asset	**352**	-
Other non-current assets	**123**	153
Total non-current assets	**5,727**	5,473
Current assets		
Trade and other receivables	**713**	608
Construction contracts - assets	**430**	495
Other accrued income and prepaid expenses	**193**	166
Cash and cash equivalents	**367**	765
Other current assets	**49**	62
Total current assets	**1,752**	2,096
Total assets	**7,479**	7,569

In $ millions	**30 September 2019 Unaudited**	31 December 2018 Audited
Equity & Liabilities		
Total equity	**5,442**	5,722
Non-current liabilities		
Non-current portion of borrowings	**215**	234
Non-current lease liabilities	**273**	-
Other non-current liabilities	**153**	212
Total non-current liabilities	**641**	446
Current liabilities		
Trade and other liabilities	**943**	978
Current portion of borrowings	**25**	25
Current lease liabilities	**95**	-
Construction contracts – liabilities	**147**	168
Deferred revenue	**27**	5
Other current liabilities	**159**	225
Total current liabilities	**1,396**	1,401
Total liabilities	**2,037**	1,847
Total equity & liabilities	**7,479**	7,569

Reconciliation of Adjusted EBITDA

Net operating income to Adjusted EBITDA

For the period (in $millions)	**Three Months Ended 30 September 2019 Unaudited**	Three Months Ended September 2018 Unaudited
Net operating income	**59**	111
Depreciation, amortisation, mobilisation and impairment	**122**	107
Adjusted EBITDA	**181**	217
Revenue	**951**	1,082
Adjusted EBITDA %	**19%**	20%

Net income to Adjusted EBITDA

For the period (in $millions)	**Three Months Ended 30 September 2019 Unaudited**	Three Months Ended 30 September 2018 Unaudited
Net income	**42**	76
Depreciation, amortisation, mobilisation and impairment	**122**	107
Finance income	**(3)**	(4)
Other gains and losses	**(16)**	2
Finance costs	**7**	3
Taxation	**28**	34
Adjusted EBITDA	**181**	217
Revenue	**951**	1,082
Adjusted EBITDA %	**19%**	20%

Summary of cash flows for nine months ended 30 September 2019

	$ millions	
Cash and cash equivalents at **1 Jan 2019**	765	
Net cash generated from operating activities	195	*Included a decrease in net operating liabilities of $169 million*
Net cash flow used in investing activities	(175)	*Included cash outflows on capital expenditure of $177m*
Net cash flow used in financing activities	(413)	*Included share repurchases of $250 million, dividends paid of $54 million and lease payments of $81 million*
Other	(5)	
Cash and cash equivalents at **30 September 2019**	367	

THANK YOU

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