



Annual General Meeting 2019

London, May 1st, 2019

2019 Annual General Meeting of Shareholders Agenda

- I. Annual General Meeting of Shareholders
 - A. Quorum and Resolutions
 - i. Election of Directors (**Resolutions 1a through 1n**)
 - ii. U.K. Annual Report and Accounts (**Resolution 2**)
 - iii. 2018 Say-on-Pay for Named Executive Officers (“NEOs”) (**Resolution 3**)
 - iv. Frequency of Future Say-on-Pay Proposals for NEOs (**Resolution 4**)
 - v. 2018 Directors’ Remuneration Report (**Resolution 5**)
 - vi. Ratification of U.S. Auditor (**Resolution 6**)
 - vii. Re-appointment of PwC as the Company’s U.K. Statutory Auditor (**Resolution 7**)
 - viii. Authorizing the Directors to set Auditor Fees (**Resolution 8**)
 - B. Voting Procedures
 - C. Questions
 - D. Adjournment

- II. CEO – Sustainability Key Performance Indicators



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Doug Pferdehirt
Chairman and Chief Executive Officer

London, May 1st, 2019

Disclaimer

Forward-looking statements

- ▶ We would like to caution you with respect to any “forward-looking statements” made in this presentation as defined in Section 27A of the United States Securities Act of 1933, as amended, and Section 21E of the United States Securities Exchange Act of 1934, as amended. The words such as “believe,” “expect,” “anticipate,” “plan,” “intend,” “foresee,” “should,” “would,” “could,” “may,” “estimate,” “outlook,” and similar expressions are intended to identify forward-looking statements, which are generally not historical in nature.
- ▶ Such forward-looking statements involve significant risks, uncertainties and assumptions that could cause actual results to differ materially from our historical experience and our present expectations or projections, including the following known material factors: competitive factors in our industry; risks related to our business operations and products; risks related to our information technology infrastructure, data security and privacy obligations, and intellectual property; risks related to third parties with whom we do business; our ability to hire and retain key personnel; risks related to legislation or governmental regulations affecting us; international, national or local economic, social, or political conditions; risks associated with being a public listed company; risks associated with our debt instruments and conditions in the credit markets; risks associated with litigation or investigations; risks associated with accounting estimates, currency fluctuations, and foreign exchange controls; risks related to our acquisition, divestiture, and integration activities; tax-related risks; risks related to review of our internal controls over certain information technology general controls and over period-end financial reporting and any resulting financial restatements, filing delay, regulatory non-compliance or litigation and the risk that additional information may arise during such review that would require us to make additional adjustments or identify additional material weaknesses; and such other risk factors as set forth in our filings with the United States Securities and Exchange Commission and in our filings with the Autorité des marchés financiers or the U.K. Financial Conduct Authority.

Driving industry change in 2018

Highlights

Subsea

Delivery of the first 3 iEPCI™ awards

Onshore/Offshore

World-class project execution

Surface

Improved customer experience

Figures at a glance

Revenue



\$12.6bn

Adjusted EBITDA



\$1.5bn

Inbound orders



\$14.3bn

Backlog



\$14.6bn

Returning to growth in Q1 2019

Highlights

Subsea

7 iEPCI™ awards in 2019

Onshore/Offshore

Downstream foundations and LNG

Surface

Chevron and Saudi Aramco agreements

Figures at a glance

Revenue



\$2.9bn

Adjusted EBITDA



\$295.8m

Inbound orders



\$6.2bn

Backlog



\$17.8bn

The 3 Pillars of Our Sustainability Roadmap



Supporting communities

Advancing gender diversity

Respecting the environment

We achieved all our 2018 Sustainability objectives

Create in-country value through initiatives in health, education and local employment

245 

Global initiatives

27 participating countries



Ensure gender pay equity everywhere we operate

100% 

Jobs reviewed

to ensure pay equity

Salary adjustment ongoing



Reduce the carbon footprint of our facilities, products and solutions

4.9% 

Reduction of CO₂ emissions

On-going technology initiatives



2019 Sustainability objectives

Support and develop
STEM* initiatives

1+



Initiatives toward STEM*

In entities over 300 employees



Improve gender balance in the
organization, across all functions
and levels

1+



**Women in each
succession plan**



Provide the carbon footprint of
our deliverables to clients
through conceptual studies

100%



Subsea concept studies
to include a carbon footprint study



