



FULL YEAR RESULTS 2024

OUTSTANDING 2024:

**STRONG INCREASES IN
TURNOVER AND PROFIT;
POSITIVE NET CASH AND
UNMATCHED ORDERBOOK**



AGENDA

- 00** | Executive summary
- 01** | Group Financial Highlights
- 02** | Segments Update
- 03** | ESG & Safety
- 04** | Dividend & Outlook
- 05** | Q&A



EXECUTIVE SUMMARY FY24

Outstanding year: Strong increases in turnover and profit - positive net cash and unmatched orderbook

Orderbook at an unmatched level of 8.2 billion euro

Strong free cash flow of 729 million euro vs 62 million euro a year ago, and leading to a net cash position of 91 million euro

Turnover grew 25%, surpassing the 4 billion euro mark, reflecting effective project execution across all segments

Guiding for a 2025 turnover and EBITDA margin at least in line with 2024
CapEx for 2025 estimated around 300 million euro before larger investment decisions

EBITDA rose 28% to 764 million euro, for an EBITDA margin of 18.6%, up from 18.2%
Net profit was 288 million euro, +77% y-o-y

Dividend at 3.8 euro per share, up 81% y-o-y



01

GROUP FINANCIAL HIGHLIGHTS



FY24 – KEY FINANCIAL HIGHLIGHTS (1/2)

Income statement

<i>(in millions of euro)</i>	2024	2023	2022
Orderbook y-o-y growth	8,200 +8%	7,582 +22%	6,190 +5%
Turnover y-o-y growth	4,101 +25%	3,285 +24%	2,655 +6%
EBITDA Margin	764 18.6%	596 18.2%	474 17.9%
Depreciation & impairment	-411	-355	-319
EBIT Margin	354 8.6%	241 7.3%	155 5.8%
Financial results	-9	-23	-24
Current taxes and deferred taxes	-90	-50	-31
Share of profit of JVs and associates	40	3	16
Net profit	288	163	113

Orderbook at unmatched level of 8.2 billion euro, +8% vs 2023

Turnover +25%, surpassing the 4 billion euro mark, all segments contributing to the growth

EBITDA, EBIT, Net profit on the rise and growing at a faster rate than turnover

Higher depreciation vs 2023 and 2022
Depreciations increased due to recent investments and IFRS 16 leases

Financial result reflects improved FOREX results and net interest cost in 2024



FY24 – KEY FINANCIAL HIGHLIGHTS (2/2)

Key balance sheet items

<i>(in millions of euro)</i>	FY24	FY23	FY22
Operating working capital ¹	-813	-471	-506
CapEx	286	399	484
Free cash flow ²	729	62	-80
Cash & cash equivalents	853	389	522
Net financial cash (debt)	91	-512	-521

CapEx 2024 declined y-o-y

In line with the investment guidance for the year ; including capitalized maintenance investments and new fleet additions in the Offshore Energy segment

Strong free cash flow

Driven by a significant increase in turnover, profitability, improved working capital and lower investment levels

From a net financial debt of -512 million euro to a net financial cash position of 91 million euro

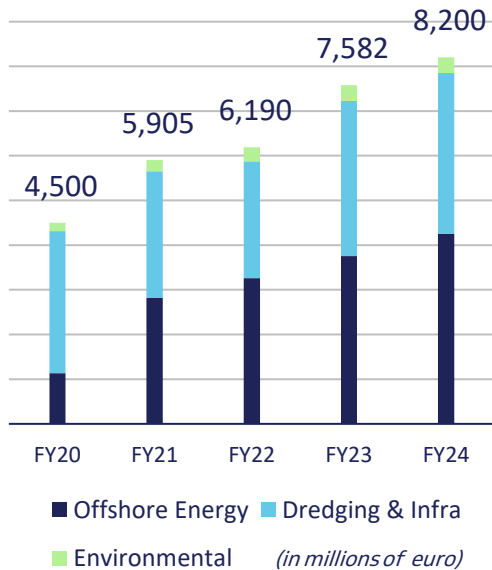
1. Operating working capital (+ is receivable, - is payable) is net working capital (current assets less current liabilities), excluding interest-bearing debt and cash & cash equivalents and financial derivatives related to interest rate swaps, including other non-current assets and non-current liabilities (if any) as well as non-current financial derivatives (assets and liabilities), except for those related to interest rate swaps.
2. Free cash flow is computed as the sum of cash flow from operating activities and cash flow from investing activities decreased with the cash flow related to lease repayments that are reported in the cash flow from financial activities.



FY24 – GROUP ORDERBOOK

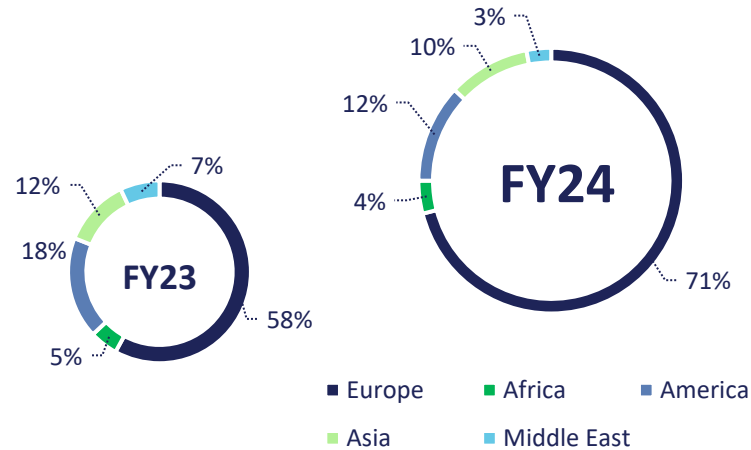
Orderbook reached a new record level, even with the high conversions of backlog into revenue

Orderbook



Y-o-y growth mainly driven by continued increase in Offshore Energy, while orderbook for Dredging & Infra and Environmental remains at healthy levels

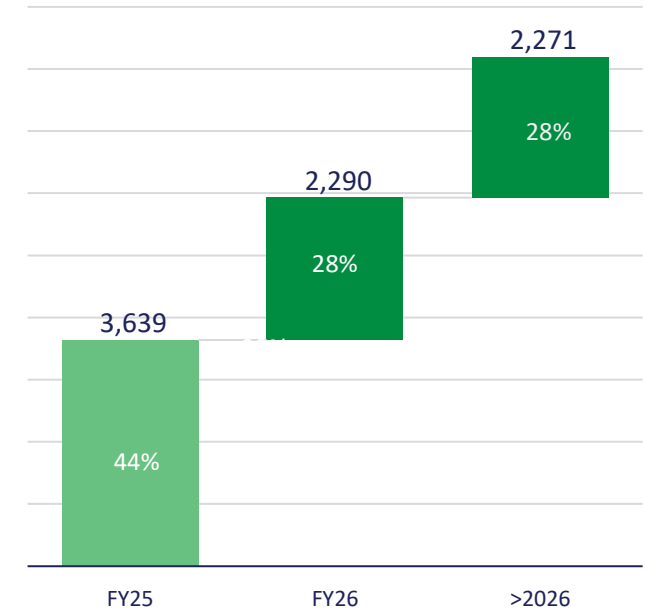
Geographical breakdown



Europe expanded its leading position to achieve 71% of the backlog

Backlog for the America-region decreased from 18% to 12% driven by effective project execution on US East Coast offshore projects

Orderbook run-off



Orderbook run-off supports our topline outlook for the year and provides near-term visibility

Run-off volume for 2025 in line with a year ago and volumes exceeding 4.5 billion euro spread across 2026 and beyond

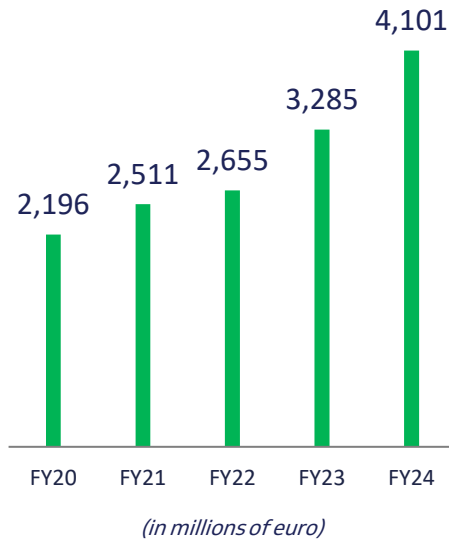
The Asia region covers both Asia and Oceania



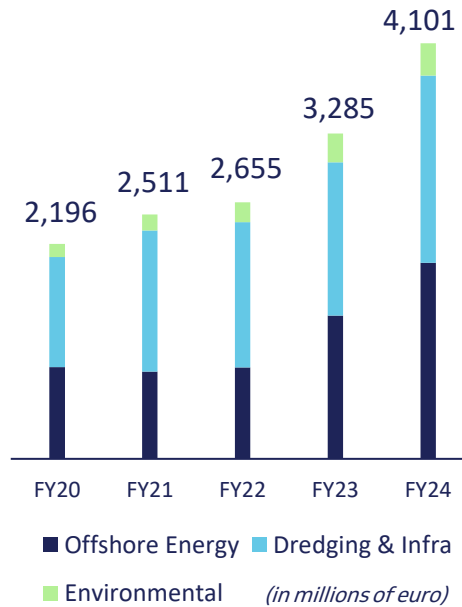
FY24 – GROUP TURNOVER

Group turnover grew 25% with strong growth in all contracting segments

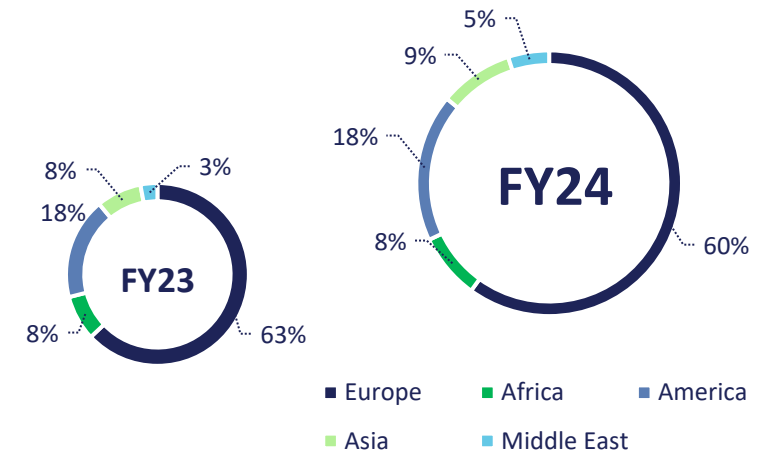
Turnover



Segment breakdown¹



Geographical breakdown



25% growth year-over-year after a 24% growth in 2023

Turnover nearly doubled over last 5 years

Strong double-digit growth in all contracting segments again in 2024

- Offshore Energy: +37%
- Dredging & Infra: +22%
- Environmental: +11%

Relative stable geographical positions

Leading position maintained in Europe; America also strong fueled by solid progress on ongoing offshore projects

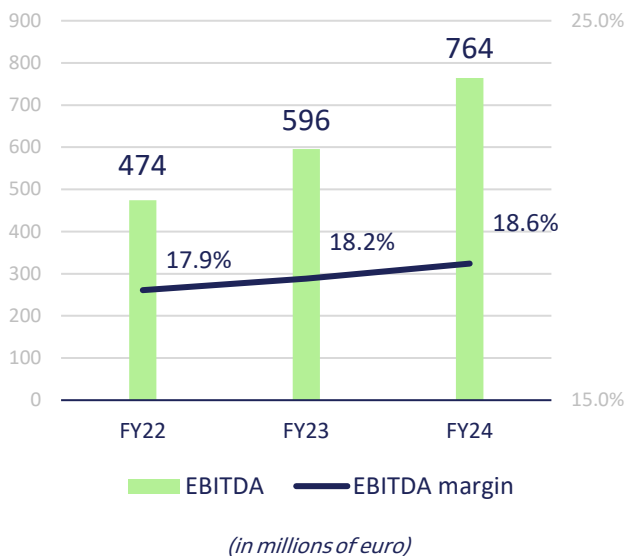
1. Breakdown of segment results based on segment turnover, excluding reconciliation effects



FY24 – GROUP PROFITABILITY

Surge in all profitability metrics

EBITDA & EBITDA margin

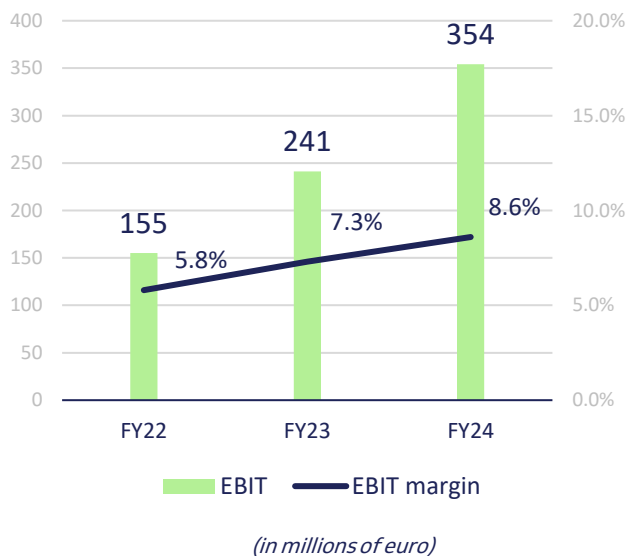


EBITDA up 28% y-o-y

EBITDA margin @ 18.6%, up from 18.2%

EBITDA margin remains solid across the board, with marked growth in Offshore Energy

EBIT & EBIT margin

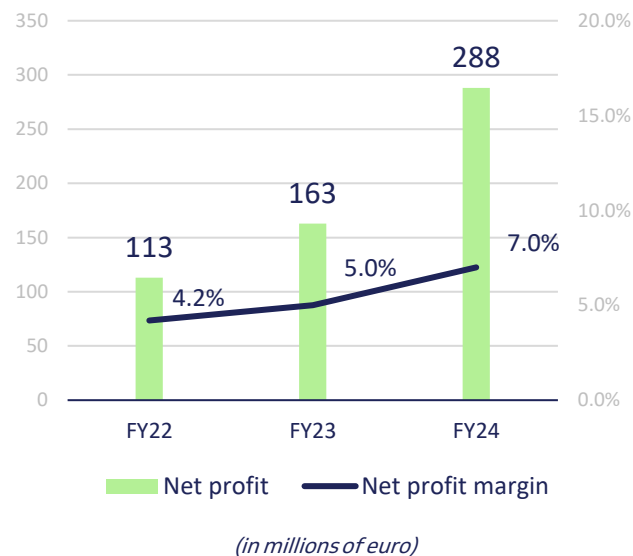


EBIT up 47% y-o-y

EBIT margin @ 9%, up from 7%

Depreciation and impairment rose y-o-y due to investments in 'Yellowstone' and 'Sea Installer' and IFRS 16 leases

Net profit & margin



Net profit @ 288 million euro, up 77% y-o-y

Net profit margin @ 7%, up from 5% for 2023

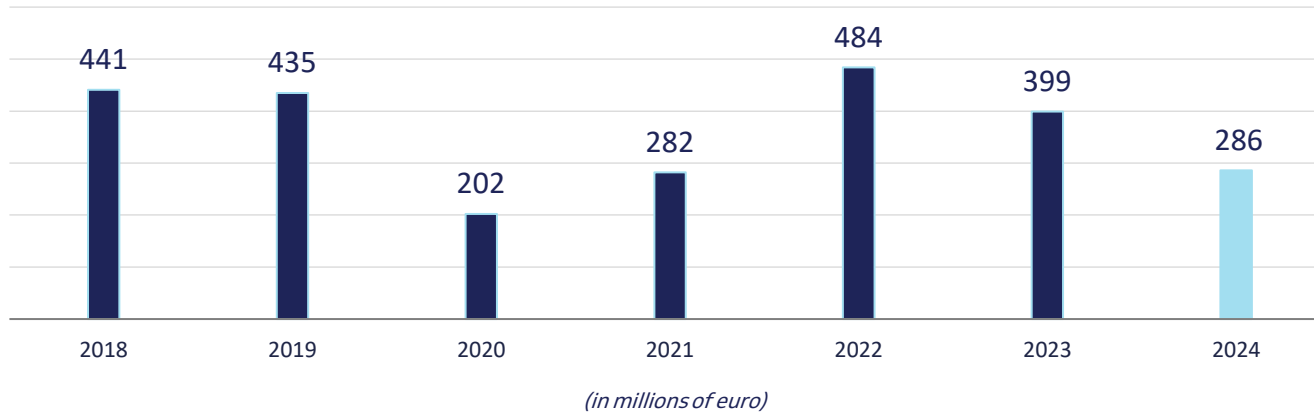
Earnings per share 11.4 euro compared to 6.4 euro for 2023



FY24 – CAPEX

Continued investments in strengthening the fleet pay off

Evolution of CapEx¹



CapEx Highlights 2024

Increased capacity of ‘Viking Neptun’ with installation of a second turntable

Maintenance investments in entire DEME fleet

Major conversion of ‘Yellowstone’, a pioneering fallpipe vessel, which joined the fleet in 1H24

‘Karina’, an offshore survey vessel, added to the fleet and put into operation during 2024



2,468 million euro
**NET BOOK VALUE PROPERTY,
PLANT & EQUIPMENT**

(compared to 2,582 million euro for 2023)

1. Excluding investments in financial fixed assets



FY24 – SEGMENTS

Complementary segments result in diversified sources of income



<i>(in millions of euro)</i>	2024	2023	2024	2023	2024	2023
Turnover ¹ y-o-y growth	2,055 +37%	1,502	1,963 +22%	1,605	337 +11%	304
EBITDA Margin	432 21%	231 15%	358 18%	298 19%	44 13%	51 17%
EBIT ² Margin	259 13%	102 7%	118 6%	73 5%	32 9%	41 14%

<i>(in millions of euro)</i>	Since start
Value of projects at closing (Debt & Equity)	c. 7,200
Own equity invested	c. 240
Contracting revenue generated	c. 3,000

<i>(in millions of euro)</i>	2024	2023
Net result from associates	12	37

1. The reconciliation between the segment turnover and the turnover as per financial statements refers to the turnover of joint ventures. They are consolidated according to the proportionate method in the segment reporting but according to the equity consolidation method in the financial statements
 2. EBIT before DEME's share in the result of joint ventures and associates



02

SEGMENTS UPDATE





OFFSHORE ENERGY



DEME OFFSHORE ENERGY SUPPORTS THE ENERGY TRANSITION



2000
Start offshore wind activities



+15k MW
Capacity of installed wind turbines



2bn euro
Turnover (2024)



432m euro
EBITDA (2024)

RENEWABLES



~85% of Turnover



OFFSHORE WIND FARMS

- 350 successfully executed projects
- Many world-firsts, including Offshore Foundation Drill, Dual-lane Cable Installation System and Motion Compensated Pile Gripper on floating offshore vessels

NON-RENEWABLES & NUCLEAR



~15% of turnover



DECOMMISSIONING & SALVAGING

Planning, engineering, removal, transport, onshore disposal and recycling



HYDROCARBONS & NUCLEAR

Landfalls and civil works, rock placement, heavy lifting, umbilicals, and installation services



BROAD SERVICE OFFERING

Providing flexible solutions for the most demanding offshore wind projects



FOUNDATIONS

Global market leader
(technology, track record,
market share)

+2k foundations installed¹



CABLES

Leading market player

+2k km of cable installed²



TURBINES

20+ years of expertise as
market leader

+2.5k turbines installed¹



ROCK PLACEMENT

Commanding 1/3rd of the
global rock placement market

Leading market player³

The core service offering is supplemented by four key supportive activities



SUBSTATION INSTALLATION



MAINTENANCE



GEOSCIENCES



SUCTION PILE TECHNOLOGY

1. Cumulative figure from year 2000 up to year-end 2021, source: 4C Offshore
2. Includes inter-array and export cables ; current market share based on inter-array and export cables installed ; forward-looking market share based on inter-array and export cables in construction/planning, source: Management estimate
3. Management estimate



ONE OF THE MOST TECHNOLOGICALLY ADVANCED FLEET

Driven by continuous investments



FOUNDATIONS



ORION

- DP3 floating installation vessel
- 5,000-ton lifting capacity
- Dual-fuel engine
- Delivered 2022



GREEN JADE

- DP3 floating installation vessel
- 4,000-ton lifting capacity
- Dual-fuel engine
- Delivered 2023



CABLES



VIKING NEPTUN

- DP3 cable laying vessel
- Two turntables: 4,500-ton and 7,000-ton cable capacity
- Built 2015 ; conversion in 2024



ROCK PLACEMENT



YELLOWSTONE

- Fallpipe vessel
- Largest in sector with a payload of 37k tonnes
- Delivered 2024



OFFSHORE ENERGY

Performance Dashboard 2024

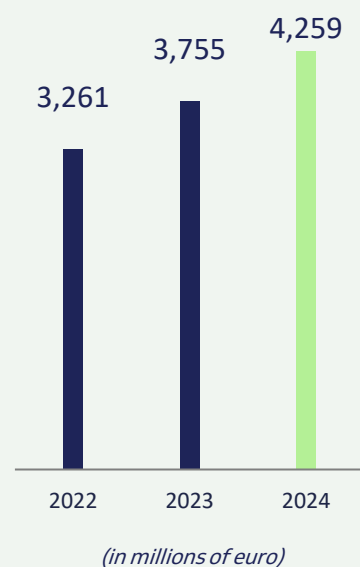
Orderbook reached a record high driven by strong demand, recent expansion of fleet capacity, additions to existing projects and addition of new contracts in the APAC region and Europe

EBITDA grew 87% driven by strong turnover growth and disciplined and effective project execution

Revenue exceeded 2 billion euro, reflecting 37% growth, more than doubling in 2 years

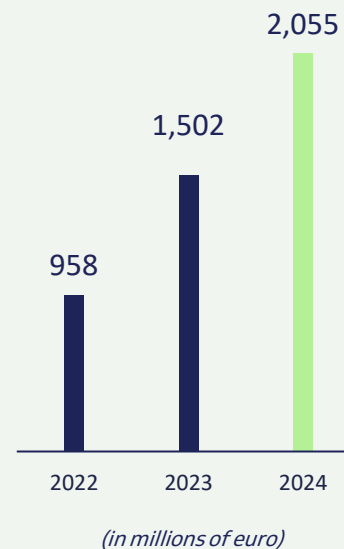
Higher vessel utilization reflecting a 90% occupancy; 'Yellowstone' and 'Karina' joining the fleet and upgrade for 'Viking Neptun'

Orderbook

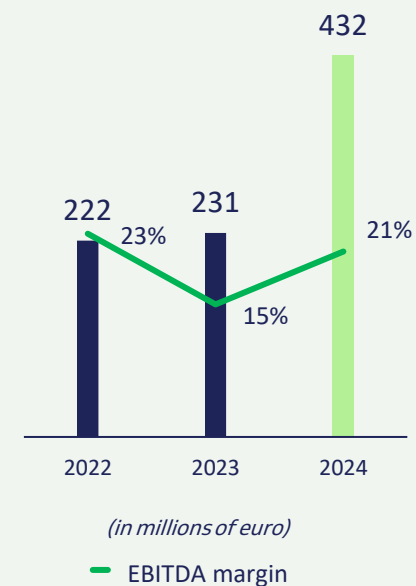


-  **IJMUIDEN VER ALPHA AND NEDERWIEK 1**
Cable installation works
-  **PRINCESS ELISABETH ISLAND**
Export cable project
-  **ORANJEWIND**
Inter-array cable and secondary steel
-  **FENGMIAO 1**
Foundation and offshore substation installation
-  **NORDLICHT 1 & 2**
Transport & Installaton of foundations and scour protection

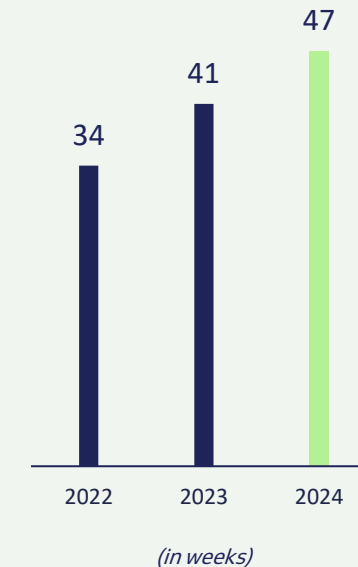
Turnover



EBITDA & Margin



Fleet utilization rate



OFFSHORE ENERGY

Key projects 2024

A 

MORAY WEST (900 MW)

29 monopiles foundations



ORION

- DP3 floating installation vessel
- 5,000-ton lifting capacity

A 

DOGGER BANK A, B & C (3.6 GW)

Inter-array cables & rock dumping



GREEN JADE

- DP3 floating installation vessel
- 4,000-ton lifting capacity

B 

DIEPPE – LE TRÉPORT

Pin piles, jackets for 62 turbines; offshore substation and inter-array cables



VIKING NEPTUN

- DP3 cable vessel
- 4,500 and 7,000-ton cable capacity

B 

ÎLE D'YEU AND NOIRMOUTIER (1 GW)

61 XXL monopiles; deploying drilling technique; jacket and substation



INNOVATION

- DP2 jack-up vessel
- 1,500-ton lifting capacity

C 

HAI LONG (1 GW)

73 jacket foundations, turbines and offshore substation



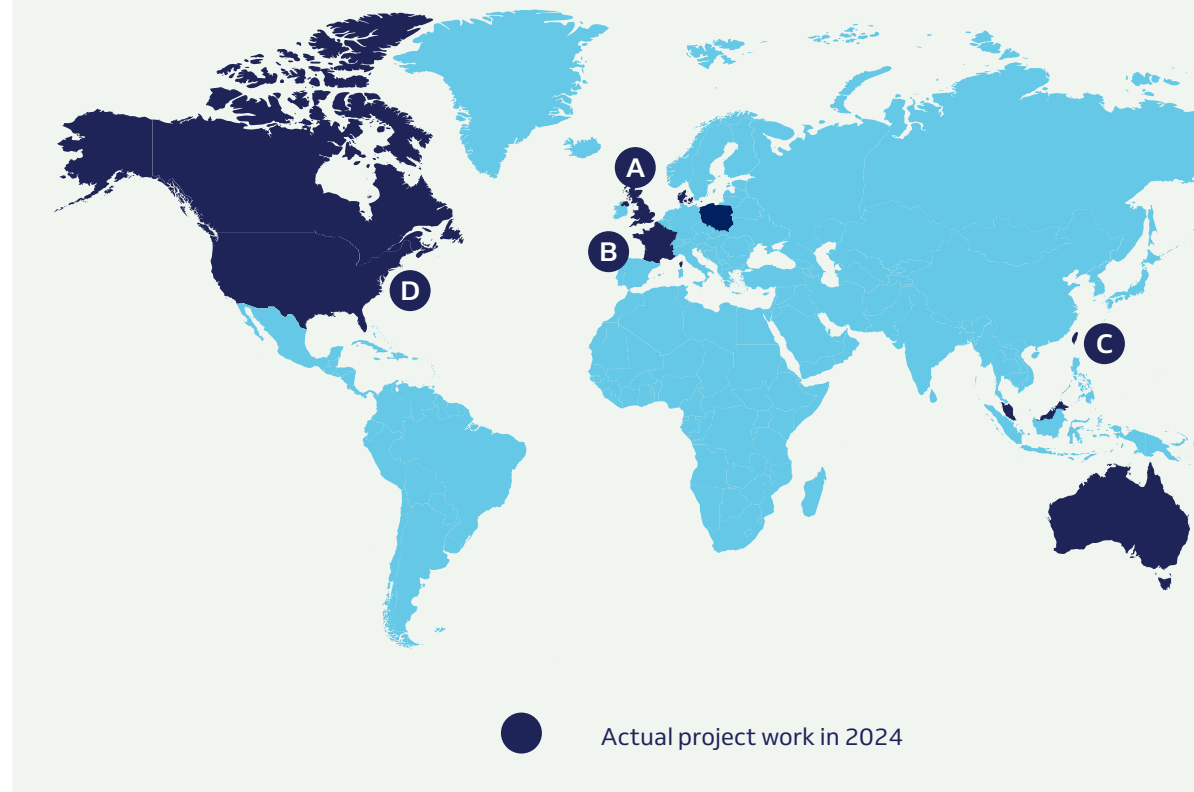
SEA INSTALLER

- DP2 jack-up vessel
- 1,600-ton lifting capacity

D 

COASTAL VIRGINIA (2.6 GW)

176 monopiles; substations ; Inter-array and export cables



● Actual project work in 2024





ILE D'YEU AND NOIRMOUTIER



ILE DE YEU ET NOIRMOUTIER

Major French offshore project

France, Loire Atlantique



Project characteristics

Customer: EMYN (Ocean Winds, Sumitomo corp and La Banque des Territoires and Vendée Energie)

Scope includes T&I for 61 foundations and offshore substations

Rocky seabed and challenging ocean conditions

A +300m euro project

Kicked off in 2024

Requires same innovative drilling technology (MODIGA) as applied in Saint Nazaire, further improved and optimized

- Building track record of French projects:
- Saint Nazaire
 - Ile d'Yeu et Noirmoutier
 - Fécamp
 - Dieppe Le Tréport





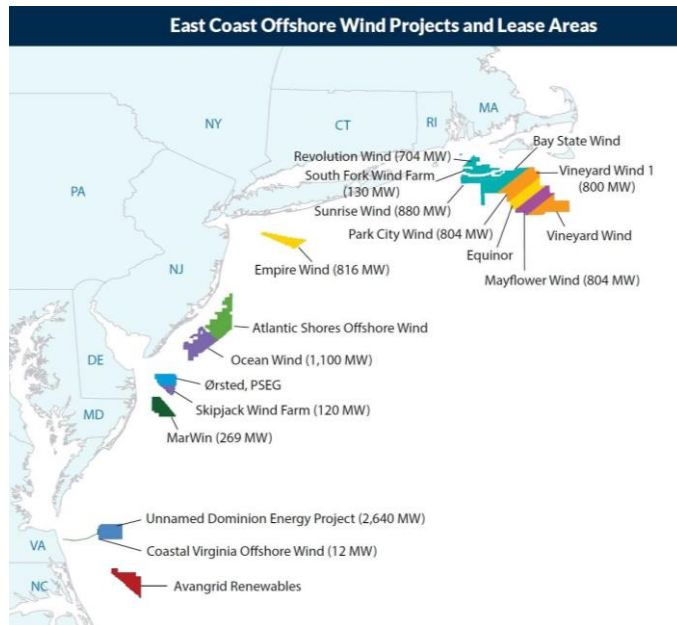
US PROJECTS



EXPANDING IN THE US

Execution kicked off as of 2023

Overview East Coast projects



DEME now involved in the following projects



We deliver

South Fork: cable works ;
Done in 2023

Vineyard Wind 1 (800MW): Monopiles, TP's, substation & turbines ;
Ongoing, good progress in 2023 ; more work in 2024-2025

Coastal Virginia (2.6GW): Monopiles, substations & cabling works ;
Halfway in 2024

Empire Wind 1: Inter-array-cables ;
Planned to start in 2025



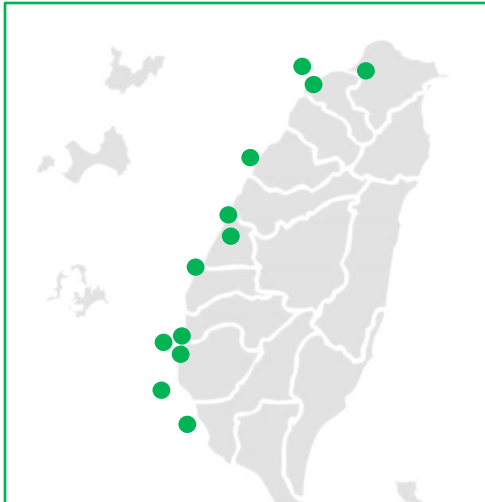
HAI LONG



HAI LONG

Building on our presence in Taiwan

Building on our presence in Taiwan with solid track record



Projects executed by DEME in Taiwan since 1995

- Strongest track record among Western marine contractors
- Executing dredging and reclamation projects since 1995
- Strong partnerships with local contractors and consultants

Project characteristics

Customer: Hai Long 2/3 Offshore Wind Power Co., Ltd.

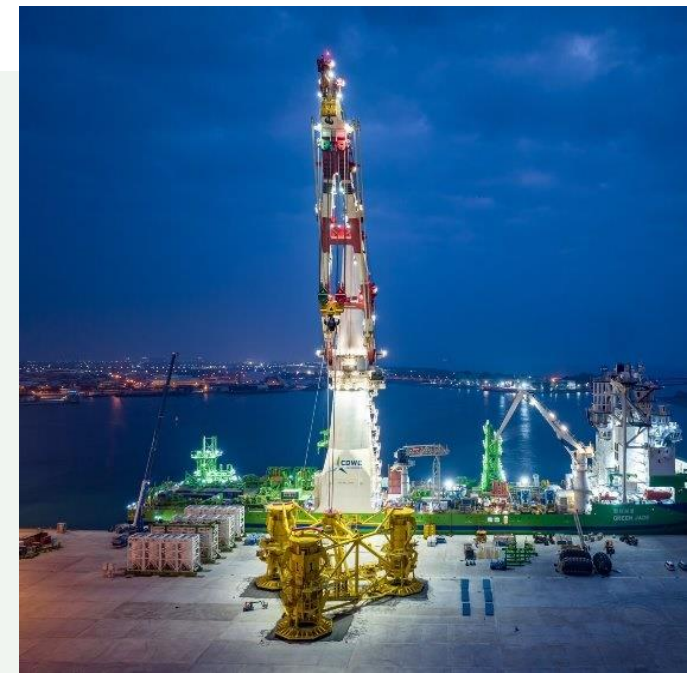
(NPI, Mitsui, Yushan Energy)

1GW wind farm, 73 turbines

Scope includes seabed levelling T&I for foundations, offshore substations and turbines

A +300m euro project

Kicking off in 1H24, to last till 2026



Partnership approach between DEME and CSBC, (CDWE), leveraging its main installation vessel, 'Green jade'

37% Building track record of Taiwanese projects:

- Zhong Neng
- Hai Long
- Greater Changhua
- Fengmiao





DREDGING & INFRA



GLOBAL DREDGING POWERHOUSE

Complemented by Infra activities in core markets

DREDGING

ACTIVITIES:

- Capital and maintenance dredging
- Marine aggregates services
- Land reclamation
- Coastal protection

KEY KPIS:

15-20% market share
+50 dredgers
90+ active countries

FOCAL MARKETS:

 **WORLDWIDE**

2bn euro
Turnover (2024)

358m euro
EBITDA (2024)

- State-of-the-art & versatile fleet
- Specialist crew and staff
- Strong track record and expertise
- Tailored offering and collaborations with local economies

INFRA

ACTIVITIES:

- Inland waterway infrastructure
- Bored and immersed tunnels
- Port construction
- Other marine infrastructure

KEY KPIS:

12 ongoing projects
8 immersed tunnel projects executed¹
7 active countries²

FOCAL MARKETS:

 **EUROPE**

1. In addition to 2 immersed tunnel projects currently ongoing
2. Active countries include BE, NL, DK, DE, FR, PL and IT



ONE OF THE MORE ADVANCED AND VERSATILE FLEET IN THE WORLD

Driven by continuous investments

CUTTER DREDGER



SPARTACUS

- World's largest CSD¹
- Dual fuel
- Size: 44,580 kW total installed power
- Delivered 2021



AMBIORIX

- Operates in heavy soil and rock conditions
- Size: 26,100 kW total installed power
- Delivered 2012

HOPPER DREDGER



BONNY RIVER

- Dredges hard soils and in deep waters (>100m)
- Size: 15,016m³
- Delivered 2019



SCHELDT RIVER

- KNVTS³ Ship of the Year 2018 award
- Pioneering dual fuel TSHD²
- Size: 8,400m³
- Delivered 2017

1. CSD: Cutter Suction Dredger
2. TSHD: Trailing Suction Hopper Dredger
3. KNVTS is the abbreviation for 'Royal Dutch Association of Technicians in the Shipping Area'



DREDGING & INFRA

Performance Dashboard FY24

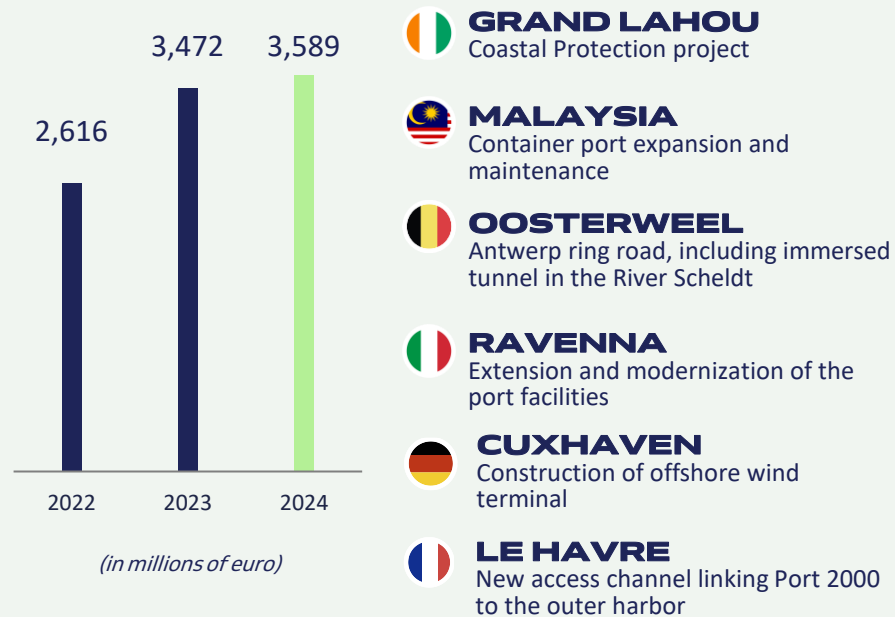
Orderbook grew 3% y-o-y with a healthy intake of new projects across various regions

EBITDA grew 20% driven by sustained high activity levels and disciplined project execution

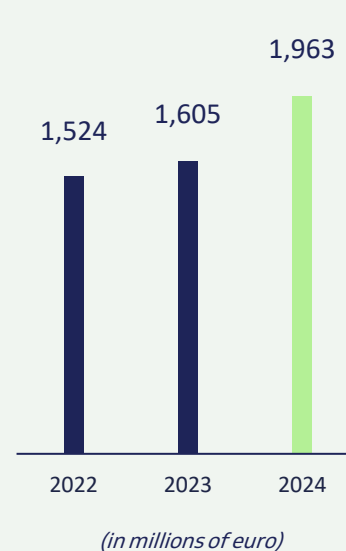
Turnover grew 22% y-o-y, approaching two billion euro, driven by strong performance across a range of projects including maintenance, capital dredging and infrastructure work

Vessel occupancy increased across the fleet driven by strong backlog including recent contract wins

Orderbook



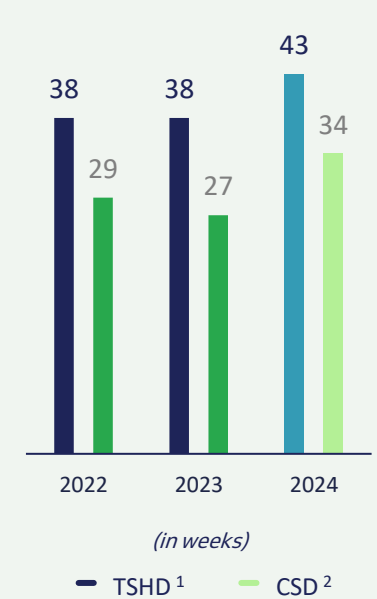
Turnover



EBITDA & Margin



Fleet utilisation rate



1. TSHD: Trailing Suction Hopper Dredger
2. CSD: Cutter Suction Dredger



DREDGING & INFRA

Key projects 2024



OOSTERWEEL
Completion of Antwerp ring road, including construction of immersed tunnel in the Scheldt river



NEW LOCK TERNEUZEN
Wet and dry earthmoving works and dredging for the new lock complex



KIEL CANAL
Widening of the Kiel Canal towards the Elbe river



LONDON GATEWAY PORT
Maintenance of the access channel



PORT-LA NOUVELLE
Port expansion via dredging and construction of terminals



WEST-AFRICA
Multiple maintenance- and reclamation works



UAE
Deployment of our largest CSDs for land reclamation projects



EGYPT
Continuation of reclamation works for the port of Abu Qir 2



PORT OF OXAGON
2nd phase of capital dredging and construction works



INDIA
Multiple maintenance dredging projects on West- and East coast India





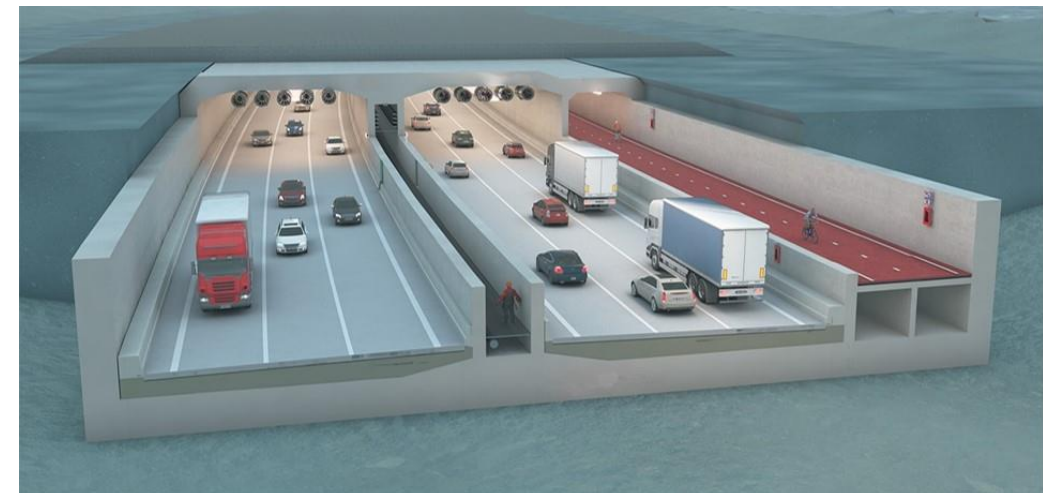
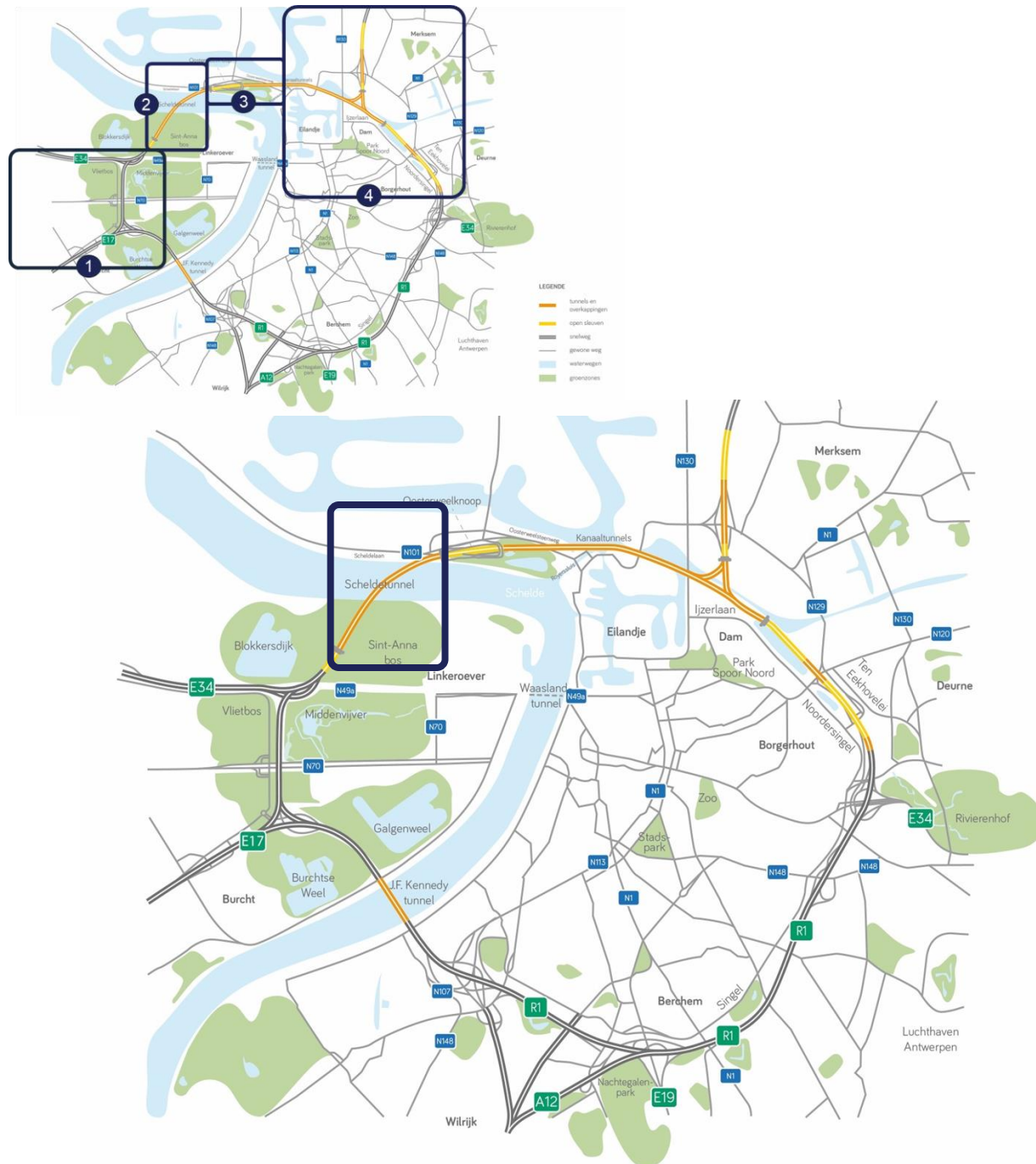
OOSTERWHEEL



THE OOSTERWEEL CONNECTION

'Scheldt Tunnel & Construction Dock'

- Extra capacity to cross the river Scheldt
- 1.8 km long
 - 8 tunnel elements constructed in Zeebrugge
 - Dimensions of a tunnel element: L \approx 160m B \approx 41,3m H \approx 9,9m
 - Two road tubes, each with 3 lanes; a service & evacuation tube and a 6 m wide bicycle tube
- Two cut and cover (C&C) tunnels on the embankments of the river Scheldt in Antwerp
- Awarded to TM COTU, a JV with DEME, BESIX, Jan De Nul ; Stadsbader



'SCHELDT TUNNEL & CONSTRUCTION DOCK'

Construction sites





ENVIRONMENTAL



LEADING ENVIRONMENTAL SPECIALIST IN BENELUX

Offering wide range of services



SOIL REMEDIATION & BROWNFIELD DEVELOPMENT

- Cleaning and recycling of polluted soils
- Broad network of fixed and mobile treatment centres
- Proactively creating solutions for contaminated land



ENVIRONMENTAL DREDGING & SEDIMENT TREATMENT

- Fluvial dredging with minimal environmental impact
- Frontrunner treatment of sediments
- Executing innovative environmental dredging techniques



HIGH WATER PROTECTION

- Offering tailored solutions for high water and flood protection infrastructure
- Rehabilitation of old dikes with both infra and soil remediation expertise

1988

Start of environmental activities

LOCATIONS

Belgium, The Netherlands, France, UK and Norway

337m euro

Turnover (2022)

>85%

Recovery rate of soils and sediments in projects

17

Soil and sediment treatment centres (mobile and fixed)

+3.5m TONNES

Polluted soils and sediments can be treated annually

44m euro

EBITDA (2024)

1. Cumulative figure from year 2000 up to year-end 2021, source: 4C Offshore
2. 1,900 km includes inter-array and export cables, current market share based on inter-array and export cables installed, forward-looking market share based on inter-array and export cables in construction/planning, source: Management estimate
3. Management estimate



ENVIRONMENTAL

Performance Dashboard FY24

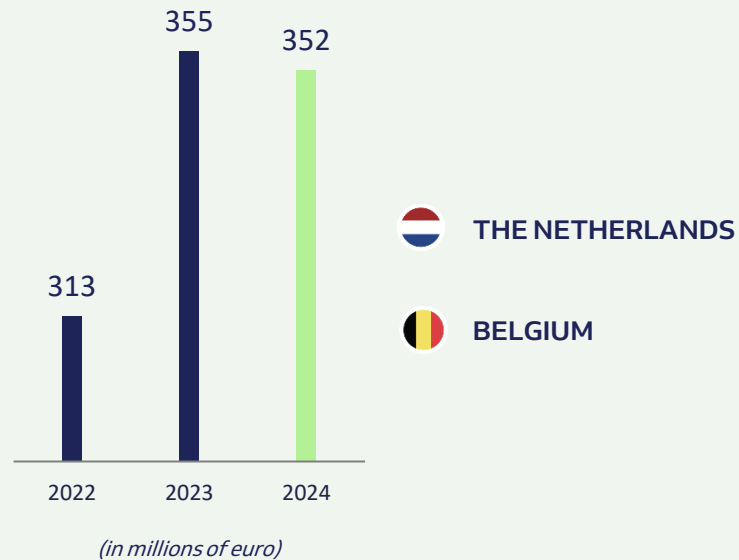
Orderbook remains stable with additional projects in the Benelux; exploring opportunities in Italy and the UK

EBITDA margin of 13% (2023 margin included a non-recurring settlement)

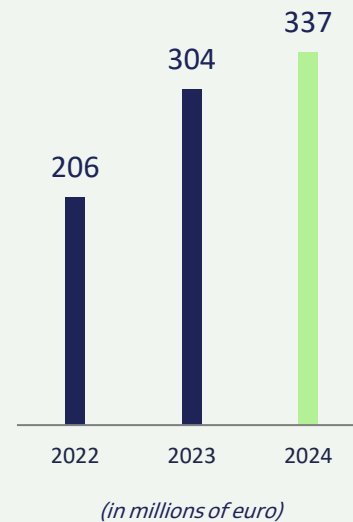
Turnover grew 11% to 337 million euro fueled by long-term and complex remediation and high water protection projects across Belgium, the Netherlands, UK and Norway

Launching 'Cargen', an innovative JV, frontrunning with active carbon based water and gas treatment, expanding the portfolio of remediation solutions

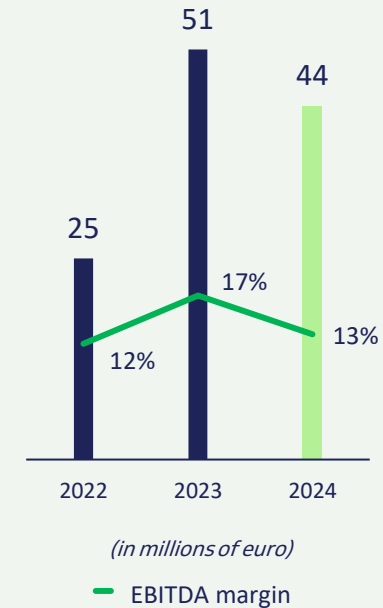
Orderbook



Turnover



EBITDA & Margin



ENVIRONMENTAL

Key projects 2024

Soil remediation and brownfield development



OOSTERWEEL

Treating PFAS polluted soils



SERAING

Large reconversion project of a former Arcelor Mittal site, near Liège



FELUY

Remediation of former industrial brownfield site



FORMER OIL TERMINAL

Turning former oil-polluted oil terminal into residential plot for houses ; >200,000 tonnes of soil treated

High water protection



GOWA

23km dyke reinforcement, part of the Netherlands Flood Protection Program



MARKEN

A multi-year dyke reinforcement project, part of the Netherlands Flood Protection Program



● Actual project work in 2024





CONCESSIONS



INFRASTRUCTURE DEVELOPER, INVESTOR AND MANAGER

Leveraging unique combination of technical and financial capabilities

At a glance

- **Early involvement** in the development process
- **Strong additionality** with contracting side of DEME
- **Strengthens and diversifies DEME's financial position** (through recurring income & return on equity invested)
- **Offers high growth potential** in existing and new markets

6 PORTFOLIO PROJECTS

In operations or construction (20+ year projects)

+3 BN euro

Contracting revenue generated by current and historical portfolio for DEME's contracting segments

8 PIPELINE PROJECTS

In the development pipeline

+30

Experienced and multi-disciplinary professionals supported by dedicated project teams

Active in 4 sectors



OFFSHORE WIND



INFRA & DREDGING



GREEN HYDROGEN



DEEP-SEA HARVESTING

With clear added value

■ **Global network** to source new project leads and forge successful partnerships

■ **Contracting expertise** to de-risk project development and construction

■ **Market intelligence** to provide insights on key technological developments



CONCESSIONS

Net result

<i>(in millions of euro)</i>	2024	2023	2022
Net result from associates	12	37	9

Net results 2024 at 12 million euro (2023 benefitted from favorable prices and one-off tailwinds)

Offshore

Stakes in offshore wind projects with a total installed capacity of over 1 GW (144 MW proportional capacity) generating recurring income

Advancing on the ScotWind concession project and preparing for upcoming tenders in e.g. Belgium

Dredging & Infra

Involved in marine infrastructure projects (Blankenburg, Port-La Nouvelle, Port of Duqm)

Exploring new opportunities & working on preliminary agreement for a new terminal for the port of Swinoujscie (Poland)



Green Hydrogen

Advancing hydrogen development initiatives to be among the first in the world to produce green molecules from renewable energy

Partnership with bp for HYPOR Duqm (Oman) and new cooperation agreement to study hydrogen project in the Gargoub port area (Egypt)

Global Sea Mineral Resources

GSR continues to monitor legislative developments at the International Seabed Authority



03

ESG & SAFETY



ESG (1/2)

Update on progress

Environmental

<i>(in %)</i>	2024	2023	2022
EU Taxonomy - Turnover			
Eligible activities	45%	42%	29%
Aligned activities	42%	33%	26%
EU Taxonomy - CapEx			
Eligible activities	47%	49%	52%
Aligned activities	46%	49%	52%

<i>(in % of total volume)</i>	2024	2023	2022
Reduction of GHG-intensity ¹	30%	-	27%
Low carbon fuels ²	6%	10%	6%

Social & Governance

	2024	2023	2022
Headcount	5,822	5,555	5,207
Worldwide LTIFR ³	0.10	0.19	0.23

42% of DEME's turnover is **EU taxonomy aligned**, up from 33%, driven by strong growth in 2024 offshore wind projects and the inclusion of DEME's environmental activities, such as remediation of contaminated sites and treatment centers

Improvement to **30% reduction of greenhouse gas** from 27% two years ago and further narrowing the gap towards the 40% target by 2030

Low-carbon fuel consumption decreased to 6% of total fuel usage mainly due to non-generalized adoption of alternative fuels and limited availability of low-carbon alternatives in the main regions of operations

DEME's employee force expanded to a headcount of 5,822, marking a 5% increase y-o-y; Significant investments and focus on retaining and attracting talent to support DEME's mid and long term growth

Worldwide LTIFR shows another notable y-o-y improvement and better than target of 0.20, reflecting the effect of various underlying initiatives to drive improvements

1. GHG-intensity is a measurement of greenhouse gas (GHG) emissions per dredged cubic meter or installed megawatt using 2008 as the baseline year ; GHG intensity was not assessed nor audited for the year 2023.
 2. Low carbon fuels combine the fuels for which the CO2 emissions are lower compared to conventional fuel (marine gas oil). This category includes fuels such as LNG (Liquified Natural Gas) and blended bio-fuels.
 3. The Worldwide Lost Time Injury Frequency Rate (Worldwide LTIFR) is the metric reflecting accidents of employees, taking into account a risk-based method that combines the risk level rate and injury rate



ESG (2/2)

Highlighting some ESG initiatives in 2024



04

DIVIDEND & OUTLOOK



DIVIDEND

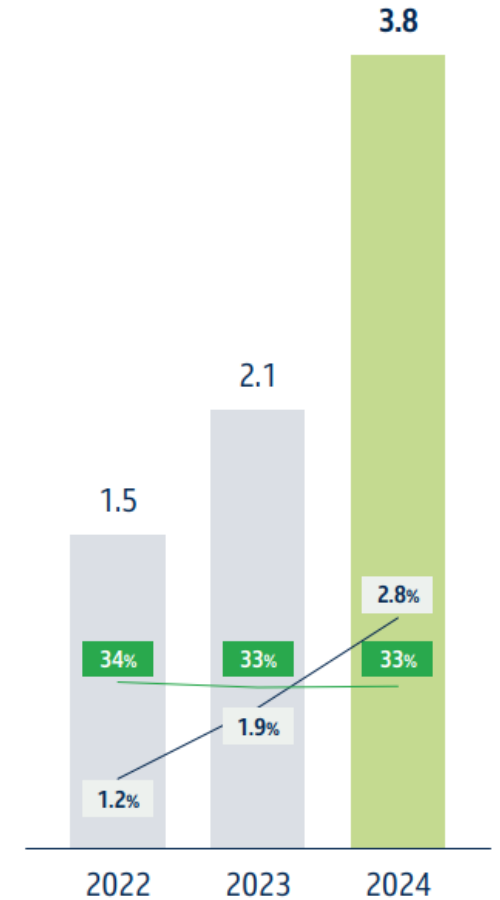
An 81% increase in gross dividend

In line with DEME’s dividend policy, targeted to a pay-out ratio of 33% of the group’s net profit, the Board of Directors will propose to the General Assembly a **gross dividend of 3.8 euro** per share, marking an 81% increase compared to last year.

Subject to the approval of the General Assembly, the dividend payment date is proposed to be set at 30 May 2025.

Gross dividend

- Pay-out ratio (%)
- Gross dividend yield



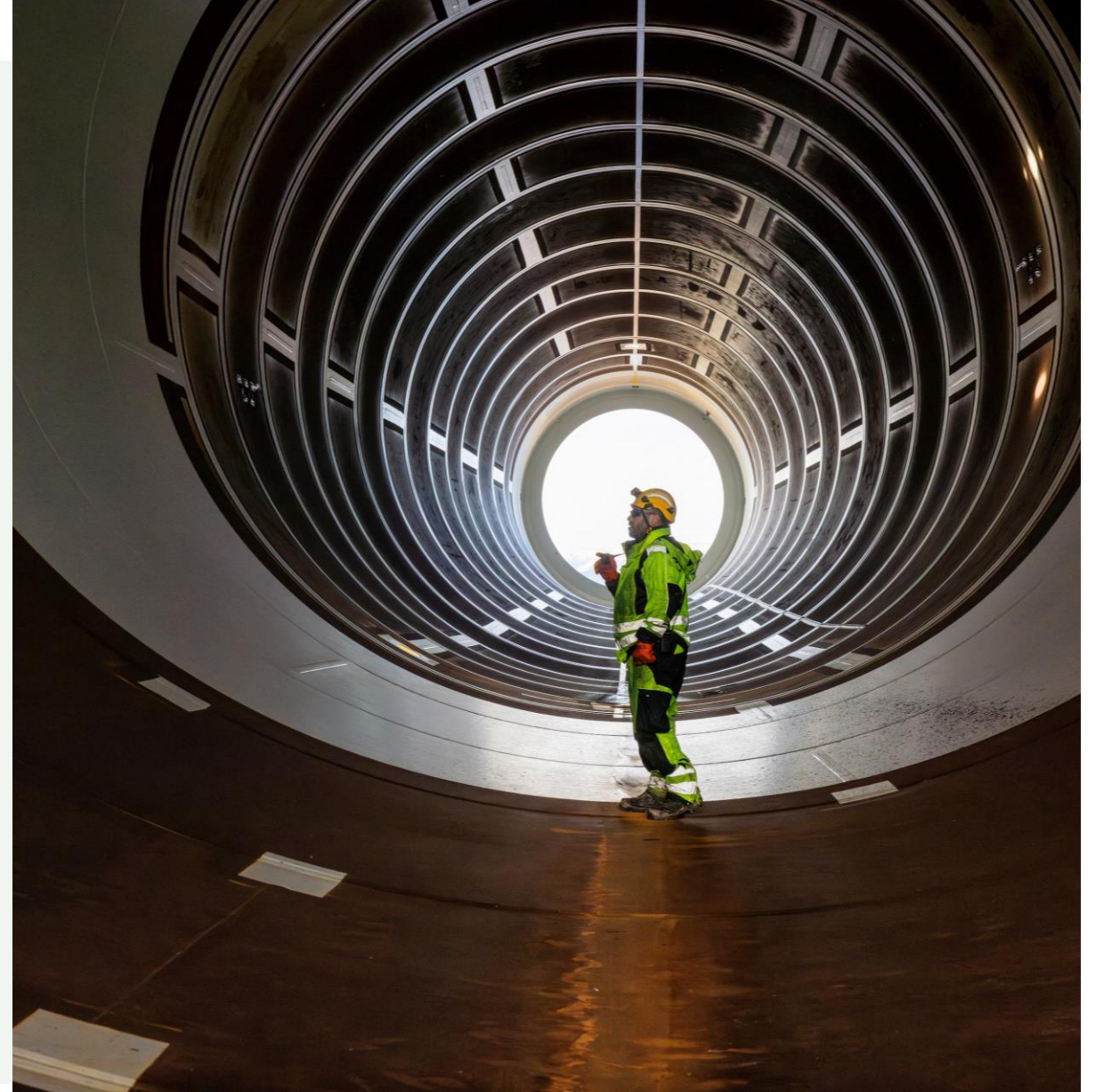
OUTLOOK

Considering the current project schedules in the backlog, the pipeline of new opportunities and fleet capacity, DEME's management expects **for 2025**

Turnover and EBITDA margin to be at least in line with 2024

CAPEX to be around 300 million euro before larger fleet capacity expansion investments that may be decided upon to support longer term growth opportunities

Also **for the mid-term** and despite the current geopolitical challenges, DEME's management remains confident that it is well positioned to continue delivering robust performances, supported by a solid orderbook, a strong balance sheet and encouraging market prospects, particularly driven by the accelerating energy transition





Q&A



Q&A



FINANCIAL CALENDAR

26/02/2025	Full year 2024 results
24/03/2025	Publication annual report
14/05/2025	Trading update Q1 2025
21/05/2025	General assembly
26/08/2025	Half year 2025 results
13/11/2025	Trading update Q3 2025



THANK YOU

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