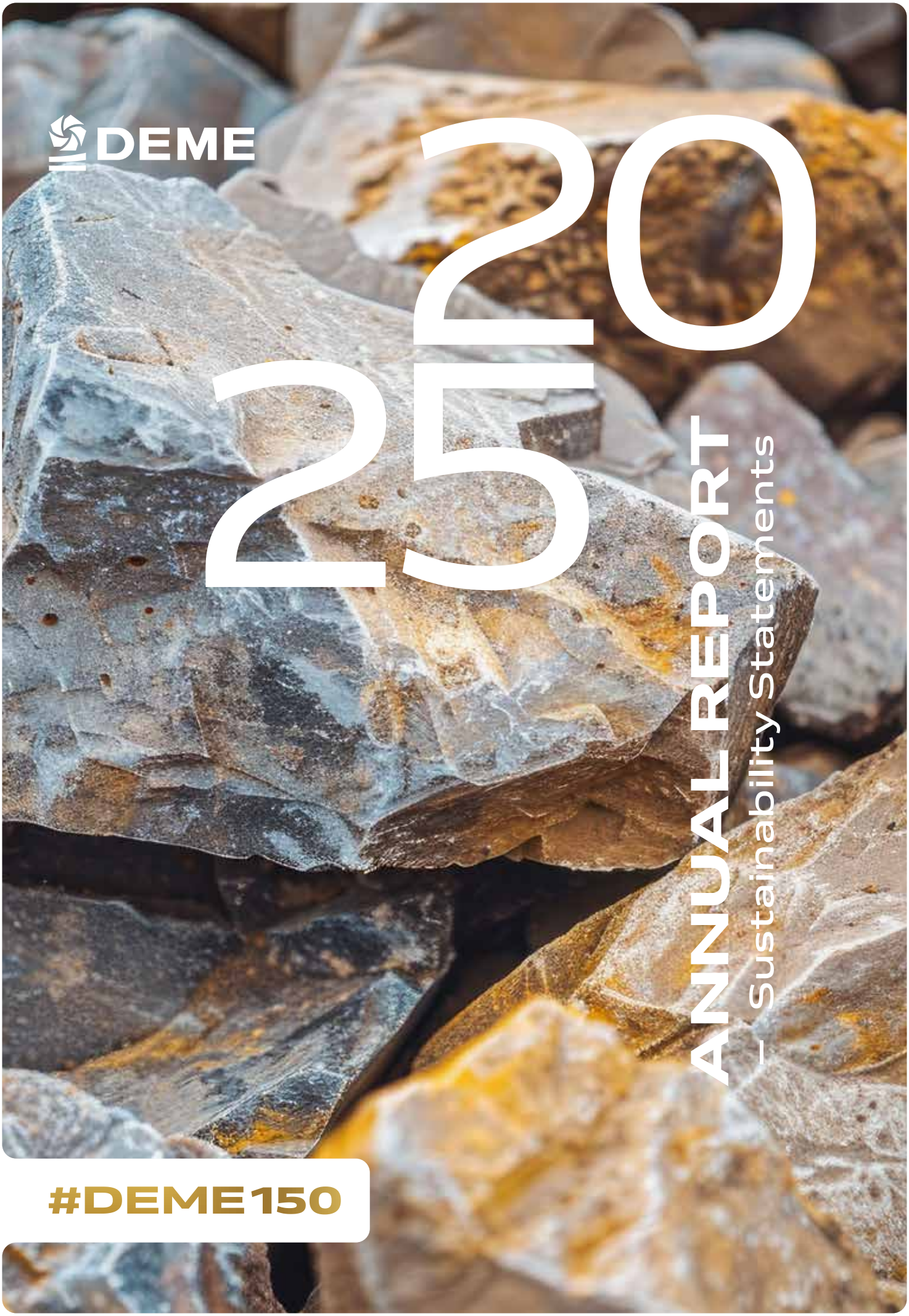

DEME
2020
ANNUAL REPORT
– Sustainability Statements
#DEME150

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1. General information

1.1. Basis for preparation

BP-1 BP-2

1.1.1. General basis for preparation of the Sustainability Statements

The Sustainability Statements contain the non-financial information of DEME as a group ("the group"). The statements have been prepared on a consolidated basis. The holding company is DEME Group NV ("the company").

The Sustainability Statements and the accompanying annexes have been prepared in compliance with the European Sustainability Reporting Standards ("ESRS") as issued by the European Financial Reporting Advisory Group ("EFRAG"). The Sustainability Statements adhere to the structure, format, and qualitative characteristics prescribed by the ESRS to disclose material sustainability matters resulting from the Double Materiality Assessment ("DMA"). In accordance with ESRS 1 requirements, the group has also included disclosures pursuant to the Article 8 of EU Taxonomy regulation within the "Environmental" section of the Sustainability Statements.

The group has prepared the Sustainability Statements on the basis that it will continue to operate as a going concern. The directors consider that there are no material uncertainties that may cast significant doubt on this assumption. The consolidated Sustainability Statements are prepared as of and for the period ending December 31, 2025. This is the second year of preparation of consolidated Sustainability Statements and reporting based on the Corporate Sustainability Reporting Directive ("CSRD"). The group has not adopted any standard, interpretation, or amendment early that has already been issued but is not yet effective.

1.1.2. Scope of consolidation

The scope of the consolidated Sustainability Statements is the same as for the consolidated Financial Statements. Thus, the consolidated quantitative ESG data (metrics) comprise the parent company DEME Group NV and its subsidiaries ("fully consolidated entities"). Joint ventures and associates are not included, unless otherwise specified in the accounting principles of the accompanying reported metrics. DEME is also active in several joint operations and includes its turnover, expenses, assets and liabilities from these activities based on its interest in these joint operations within its Financial Statements.

In the Sustainability Statements, activities performed by the fully consolidated entities and joint operations are considered as own operations. Joint ventures and associates are being regarded as part of the value chain. Reference is made to Chapter 6. Financial Statements - Group structure and changes in the reporting period, section List of the group's subsidiaries, joint ventures and associates.

All entities within the group are performing activities of (one or more of) the group's four segments (Offshore Energy, Dredging & Infra, Environmental, Concessions).

All activities currently in execution are considered. This implies that for the segment Concessions, the deep-sea harvesting and green hydrogen activities are limited in scope to the design and engineering phase, as there are currently no operating activities in progress.

None of the fully consolidated entities in the group, except for the parent company DEME Group NV, have a financial instrument in the public market and are therefore not required to report individually according to the CSRD for the financial year 2025. The exemption from disclosure of impending developments or matters under negotiation has not been applied. The option to omit specific information related to intellectual property, know-how, or the results of innovation has not been used.

1.1.3. Upstream and downstream value chain

The Sustainability Statements address the group's operations and, where relevant, the upstream and downstream value chain. For more detailed information about the value chain, see Section 1.2.3 Business model and value chain. Various factors are considered to determine the extent to which the Sustainability Statements cover the group's upstream and downstream value chain based on the material ESRS topics and the availability of reliable ESG data throughout the value chain.

The scope of the material topic "**Occupational Health and Safety**" (OHS) of workers in Own workforce (S1-14) is confined by definition to own operations.
The material topic "**Greenhouse gas emissions**" (GHG emissions) includes a significant amount of value chain data.
The entity-specific topic "**Energy transition**" is restricted to the own operations of the segment Offshore Energy.
This value chain approach has been used for the DMA exercise and when reporting on metrics linked to the material topics.

1.1.4. External review

The Sustainability Statements were presented to the Board of Directors on March 20, 2026. Following this, the Annual Report was approved by the Board of Directors and scheduled for release on March 27, 2026. The Sustainability Statements are subject to a limited assurance engagement conducted by DEME's statutory auditor for the Financial Statements, EY, which was also appointed as the assurance provider for the Sustainability Statements. Please refer to the auditor's limited assurance report in Chapter 8. Appendix - Assurance Reports.

Chapter 4. Sustainability Journey of DEME's Annual Report represents a brief summary of DEME's material topics as well as additional sustainability-related information relevant for certain stakeholders but not required by CSRD regulation. Therefore, this is not audited by DEME's statutory auditor.

1.1.5. Disclosures in relation to specific circumstances

1.1.5.1. Time horizon
The group has applied the definition of time horizons defined by ESRS 1:
- Short-term: reporting period of Financial Statements
- Middle-term: from the end of the short-term reporting period up to 5 years
- Long-term: more than 5 years

1.1.5.2. Estimates and judgements
In preparing the Sustainability Statements, management made use of assumptions and estimates that affect the amounts reported. The estimates and assumptions are based on historical experience, company-specific context, statutory working time regulations and various other factors and are believed to be reasonable under the circumstances. Such estimates and underlying assumptions are reviewed on an ongoing basis to improve accuracy and completeness in future reported metrics.

During the assessment of certain metrics, estimates throughout the Sustainability Statements, industry/country averages, proxies and assumptions were used which results in a high level of measurement uncertainty. For more details on the underlying calculation process including the description of estimates and assumptions, judgments and thresholds applied, please refer to the accounting principles of each metric individually in the corresponding topical disclosures.

For the following metrics in both upstream and downstream value chains indirect sources have been used:
Scope 2 Greenhouse gas (GHG) emissions (e.g. average grid emission factors based on geographic regions) and Scope 3 GHG emissions (e.g. industry intensity emission factors). Relying on indirect sources as regional and industry spend-based averages might affect the accuracy of the disclosed values of Scope 2 and Scope 3 GHG emissions. Nevertheless, we plan to annually reassess our use of estimates and judgements based on further development and refinement of our methodologies, availability of activity data and supplier-specific emission factors. Changes in estimates are recognized in the current reporting period in which the estimate in question is revised.

1.1.5.3. Changes in preparation or presentation of sustainability information. Reporting errors in prior periods.
2025 is the second year DEME prepared its sustainability reporting in accordance with ESRS standards.

We assess whether we should restate previously reported numbers in case we would discover a material error in the previously reported metrics. There were no (material) reporting errors in the prior period (FY2024) discovered in FY2025, thus no adjustments or restatement were required.

Changes in accounting policies may occur due to modifications in methodology (such as definitions or calculation methods) or the availability of new information that was not accessible in prior reporting periods.

In 2025 we have refined our methodology for calculating Scope 3 category 1 (Purchase of Goods and Servies) to guarantee completeness in line with GHG Protocol. Using the spend-based approach and credible carbon spend intensity emission factors by sectors we achieved a higher coverage and improved our estimate for Scope 3 category 1.

Please refer for more details and explanations on changes in preparation and presentation of Scope 3 category 1 metric under Environmental Disclosures, Section 2.4.9. Gross GHG emissions and carbon intensity (Accounting principles).

1.1.5.4. Incorporation by reference
Specific ESRS disclosure requirements related to ESRS 2 "General disclosures" are connected to existing disclosure requirements for the group, which are available in relevant sections of the Annual Report. The table on the next page indicates where information for the year ended December 31, 2025, pertaining to specific disclosure requirements of the Sustainability Statements, is "incorporated by reference" in the Annual Report.

1.1.5.5. Phase-in requirements and transitional provisions
DEME applies the phase-in provisions outlined in ESRS 1 "General Requirements" (Section 10.4 - Transitional Provision) and Appendix C of ESRS 1 (List of Phased-in Disclosure Requirements), as extended by the "Quick fix" Commission Delegated Regulation (EU) 2025/1416 for another two years until 2027. The requirements listed in the table below are therefore omitted in the Sustainability Statements for the year ended December 31, 2025.

Incorporation by reference

Section in ESRS 2 "General disclosures"	Disclosure requirement	Chapter Annual Report	Chapter
GOV-1	The role of the administrative, management and supervisory bodies	Corporate governance and risk management	5
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Corporate governance and risk management	5
GOV-3	Integration of sustainability-related performance in incentive schemes	Corporate governance and risk management	5
GOV-5	Risk management and internal controls over sustainability reporting	Corporate governance and risk management	5
SBM-1	Strategy, business model and value chain	Segments	3
IRO-2	Disclosure requirements in ESRS covered by the undertaking's Sustainability Statement	Appendix - ESG Appendix	8

Phase-in requirements and transitional provisions

ESRS disclosure	Disclosure requirement	Full name of the disclosure requirement	Phase-in provisions foreseen in ESRS standards
ESRS E1	E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Use of phase-in according to Appendix C and "Quick Fix" Delegated Act. These metrics will not be reported for FY2025.
ESRS S1	S1-7	Number of non-employees in own workforce	Use of phase-in according to Appendix C and "Quick Fix" Delegated Act. This metric will not be reported for FY2025.
ESRS S1	S1-7	Number of non-employees in own workforce - self-employed people	Use of phase-in according to Appendix C and "Quick Fix" Delegated Act. This metric will not be reported for FY2025.
ESRS S1	S1-7	Number of non-employees in own workforce - people provided by undertakings primarily engaged in employment activities	Use of phase-in according to Appendix C and "Quick Fix" Delegated Act. This metric will not be reported for FY2025.
ESRS S1	S1-14	Percentage of people in its own workforce who are covered by a health and safety management system based on legal requirements and (or) recognized standards or guidelines	Use of phase-in according to Appendix C and "Quick Fix" Delegated Act. Non-employees are omitted from this metric for FY2025.
ESRS S1	S1-14	Number of fatalities in own workforce as a result of work-related injuries and work-related ill health	Use of phase-in according to Appendix C and "Quick Fix" Delegated Act. Non-employees are omitted from this metric for FY2025.
ESRS S1	S1-14	Number of recordable work-related accidents for own workforce	Use of phase-in according to Appendix C and "Quick Fix" Delegated Act. Non-employees are omitted from this metric for FY2025.
ESRS S1	S1-14	Rate of recordable work-related accidents for own workforce	Use of phase-in according to Appendix C and "Quick Fix" Delegated Act. Non-employees are omitted from this metric for FY2025.
ESRS S1	S1-14	Number of fatalities as a result of work-related injuries and work-related ill health of other workers working on undertaking's sites	Use of phase-in according to Appendix C and "Quick Fix" Delegated Act. This metric will not be reported for FY2025.
ESRS S1	S1-14	Number of cases of recordable work-related ill health of employees	Use of phase-in according to Appendix C and "Quick Fix" Delegated Act. This metric will not be reported for FY2025.
ESRS S1	S1-14	Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health related to employees	Use of phase-in according to Appendix C and "Quick Fix" Delegated Act. This metric will not be reported for FY2025.

1.1.5.6. Disclosures stemming from other legislation or generally accepted sustainability reporting pronouncements

All GHG emissions data points (GHG emissions Scope 1, 2, and 3) are reported according to the Greenhouse Gas Protocol.

1.2. Strategy, business model and value chain

SBM-1

1.2.1. Overview of products, services, and markets

This section provides a summary of the key products, services, and markets offered and served by DEME. For more detailed information, please refer to Chapter 3. Segments of the Annual Report. There were no significant changes of offered products and services in the reporting period.

DEME operates as a global leader in specialized marine activities, providing innovative solutions across four primary segments: Offshore Energy, Dredging & Infra, Environmental, and Concessions. The group has evolved into a provider of sustainable marine solutions, addressing environmental and societal challenges. Each segment caters to distinct markets and client groups, contributing to DEME's diverse and global portfolio.

The Offshore Energy segment provides engineering and contracting services globally in the offshore renewables and non-renewables industry. These activities are carried out with a fleet of specialized offshore vessels. The services support the entire project life cycle and include among others the engineering, procurement, construction and installation of foundations, turbines, inter-array cables, export cables and substations. The segment also offers operations and maintenance, logistics, repair and decommissioning as well as salvage services to the market next to landfalls and civil works, rock placement, heavy lift and umbilicals. In addition to these main activities, the group also provides specialized offshore services, including geoscience services and the installation of suction pile anchors and foundations. Key clients include energy suppliers, private equity firms, and government bodies, either directly or through consortia.

The Dredging & Infra segment includes capital and maintenance dredging, land reclamation, and beach nourishment. DEME Dredging offers cutting-edge solutions for complex projects worldwide, while DEME Infra specializes in designing and constructing advanced marine infrastructure, such as jetties, port terminals, locks, and tunnels. These operations are closely integrated to ensure seamless execution for clients. The segment's main clients are government bodies and port authorities.

The Environmental segment offers solutions for soil remediation, brownfield development, sediment treatment, environmental dredging, and water management. The segment tackles emerging challenges such as cleaning polluted soils, including contaminants like PFAS, and conducting fluvial dredging with minimal ecological impact. Additionally, DEME provides high-water protection services, including dike rehabilitation. The main clients are government bodies and public institutions.

The Concessions segment is dedicated to the development, investment, construction, and operation of projects primarily within the offshore wind, port infrastructure, and green hydrogen sectors. The division employs various project structures, such as Public-Private Partnerships (PPP) and Design, Build, Finance and Maintain (DBFM) frameworks. Specific activities involve port development, access channel management, and marine infrastructure investments, where DEME acts as both an equity partner and an EPC contractor. The main clients are energy suppliers, private equity firms, and government bodies.

As DEME expands its global operations and extends its activities to new regions, the company adapts its approach to align with local contexts and prevailing circumstances. Please refer to the headcount by geographical area outlined in Section 3 Social under 3.1.5.2. Metrics and to Chapter 6. Financial Statements - Note (1) turnover for a geographical split of the turnover.

The main fully consolidated entities, contributing 93% in total group turnover as on December 31, 2025, relate to the ESRS sector group "Construction and Engineering" based on their NACE codes. This revenue is mainly derived from the Offshore Energy and Dredging & Infra segments. There is no other additional significant ESRS sector based on the distribution of the group's revenue and definition of "ESRS significant sector".

Datapoints (in thousands of euros)	Yes/No	Amount 2025	%	Amount 2024	%
Total revenue		4,154,733		4,101,159	
Involvement related to activities in fossil fuel (coal, oil and gas) sector	Yes				
Revenue from services to fossil fuel (coal, oil and gas) sector		Not significant	Not significant	Not significant	Not significant
Revenue from coal		-	-	-	-
Revenue from oil and gas		Not significant	Not significant	Not significant	Not significant
Revenue from Taxonomy-aligned economic activities related to fossil gas		-	-	-	-
Involvement related to activities in chemicals production	No				
Revenue from chemicals production		-	-	-	-
Involvement related to activities in controversial weapons	No				
Revenue from controversial weapons		-	-	-	-
Involvement related to activities in cultivation and production of tobacco	No				
Revenue from cultivation and production of tobacco		-	-	-	-

1.2.2. Strategic alignment and sustainability-related goals

Strategically, DEME has built up 150 years of expertise in dredging, marine infrastructure, offshore energy, and environmental services. The company maintains a pioneering approach, fostering innovation and adopting new technologies to drive sustainable progress. Its operations span the globe, with a significant revenue base in Europe and a growing presence internationally, reflecting its ambition to support the global energy transition.

DEME's sustainability strategy is built on two interdependent pillars:

— We EXPLORE sustainable business solutions by continuously challenging ourselves to enlarge our sustainable business portfolio and to align our business decisions with the Sustainable Development Goals where DEME can create the most impact.
— We EXCEL in our operations by maintaining and strengthening a sustainable performance in our daily operations.

DEME has established sustainability-related objectives and targets aligned with its material topics (Energy transition, Greenhouse gas emissions and Occupational Health and Safety). The group aims to expand its portfolio in offshore renewable energy solutions and to explore innovative marine-based technologies for energy production, connection, and storage. Progress in the energy transition is monitored through alignment with relevant EU Taxonomy activities that support the Energy transition.

For 2025, this alignment is restricted to activity 4.3 "Electricity generation from wind power". Each year, DEME reviews and updates its list of EU Taxonomy activities, which means that in the future, alignment with the Energy transition will not be limited to activity 4.3 but may also include other relevant Taxonomy activities that support the Energy transition. More details can be found in Section 2.1 Disclosures pursuant to Article 8 of Regulation 2020/852 (Taxonomy Regulation). Currently, DEME has not set a specific target for this alignment.

Additionally, DEME aims to achieve climate-neutral operations by 2050 and improve the energy efficiency of its activities. Key targets include reducing its GHG intensity by 40% by 2030 relative to 2008 (aligned with IMO GHG intensity target) and aiming for 17% of its total fuel consumption to come from low-carbon fuels by 2026.

Enhancing occupational health and safety is another critical objective for DEME, with a steadfast goal to eliminate Lost Time Injuries across all vessels, projects, sites, and offices worldwide. The key target for this objective is maintaining DEME's annual Worldwide Lost Time Injury Frequency Rate (Worldwide LTIFR) at a target value of ≤ 0.2, upheld until 2026.

Goals and targets related to the Energy transition are associated with the Offshore Energy segment, while those concerning GHG emissions reduction and occupational health and safety enhancements are integrated across all segments. This holistic approach enables the company to effectively address significant sustainability-related impacts and risks.

1.2.3. Business model and value chain

As mentioned in 1.2.1 Overview of products, services and markets, DEME operates as a global leader in contracting services across dredging, marine infrastructure, offshore energy solutions, and environmental works. DEME delivers comprehensive solutions specifically tailored to meet the needs of its clients. Its core business encompasses engineering, procurement, construction, and maintenance activities, complemented by concessions in offshore wind, infrastructure, dredging, and green hydrogen. By integrating these operations, DEME delivers value over a diverse range of sectors (markets), supporting its stakeholders and client groups with sustainable and innovative solutions all contributing to DEME's diverse and global portfolio.

To achieve its objectives, DEME depends on a robust **upstream value chain**. Critical inputs include EPC(I) project materials (such as steelwork, constructions, and subsea cable systems), fuel for its fleet and equipment, auxiliary and earthmoving machinery, charter vessels, shipyard construction and maintenance services, contingent workforce, and insurance services. These resources are secured and managed by specialized departments to ensure operational excellence. For instance, the procurement and contracting teams source project materials, the Bunkering Department oversees fuel procurement, and the HR Crewing Department ensures workforce availability. Similarly, the chartering team manages auxiliary vessels, while shipyard communication is handled by the Newbuild Department, and insurance matters are overseen by the insurance team.

The **downstream value chain** reflects DEME's global impact, catering to private companies and public authorities at local, national, and international levels. This integrated approach positions DEME as a critical player in delivering infrastructure, environmental, and energy solutions, creating long-term benefits for clients, investors, and broader stakeholders.

1.3. Stakeholder engagement and integration

SBM-2

As a global company, maintaining good relationships with stakeholders is crucial. DEME believes in collaboration to enhance sustainability. We actively engage with stakeholders through continuous dialogue to understand their expectations, address concerns, and foster partnerships that drive sustainability.

Investors and shareholders focus on value creation, transparency, and strategic sustainability. Clients expect sustainable and innovative solutions. Employees prioritize safety and career development. Suppliers value transparency and long-term relationships, while other stakeholders emphasize collaboration, community strengthening, and compliance.

This stakeholder interaction informs and drives our sustainability efforts, ensuring alignment with their interests while guiding Double Materiality Assessments.

The communication of perspectives and interests of (affected) stakeholders, especially concerning sustainability impacts, is managed through regular meetings of the Sustainability Board, relevant management teams, and the Board of Directors. Additionally, there is ongoing engagement and transparent communication with the investment community regarding our ESG performance.

Further details on stakeholder categories, engagement purposes, and outcomes can be found in the Stakeholder table on the next page.

Stakeholder group	Stakeholder expectations	How engagement is being organized
Clients	Offering most sustainable and innovative solutions to respond to client expectations.	Client support and guidance, surveys and questionnaires, periodic reviews, regular meetings and updates, workshops and training courses.
Employees	Creating healthy and safe working conditions. Enabling career development. Informing about key sustainability themes.	HR business partnerships, personal development dialogues and appraisals, listening to schemes, surveys and workplace assessments, occupational health and safety representation, dialogues with labor unions representatives.
Investors and shareholders	Create shareholder value, enhance transparency, governance and management focus. Better alignment of capital investment decisions including strategic sustainability and ESG considerations.	Regular meetings, including Annual General Meeting of Shareholders, communication campaigns, group and one-to-one interaction, organization of conferences.
Financial institutions and banks	Handling accounts. Providing account statements. Providing financial services such as loans.	Questionnaires, emails, regular meetings and conference calls with lenders.
Suppliers	Improving transparency, strengthening long-term relationship, sharing a common vision.	Supplier due diligence, workshops, collaborations, additional contractual clauses.
Public authorities	Ensuring compliance with legislation, ethical business behavior.	Direct dialogue with policymakers, answering public consultations, white papers, programs and studies.
Local communities and NGOs	Building collaboration with shared values.	Campaigns for local communities, regular collaborative initiatives, public meetings and consultations, partnerships for community benefits.
Peers and industry associations	Shaping a sustainable market.	Joint initiatives and programs, workshops and knowledge sharing, intra-industry collaborations.
Academics and researchers	Encouraging sustainable innovation via research and academic studies.	Partnerships with universities (guest lectures, internship support, sponsoring), joint project initiatives, thesis support.

Purpose of engagement	Interest in DEME	Influence on DEME	Examples of outcomes of engagement and best practices
To align with the clients' expectations, to get the insights on not yet satisfied needs, collect clients' feedback on sustainability proposals, contribute to project success and building long-term relationships, gather insights for improvements and innovations.	●●●	●●●	Product/service improvements, adaptation of marketing or operational strategies. DEME Offshore has joined the Powering Net Zero Pact initiative to transition to net zero. We are participating in the working groups promoting a circular economy and net-zero carbon emissions.
To gain insights into perspectives of the workforce, include employees' perceptions and experiences, contribute to a safe workplace, to align with the expectations of employees, provide career development plans, contribute to better work-life balance, effective communication with own workforce, creating sustainability awareness.	●●●	●●●	HIPO and Green Initiative communications, employees have the opportunity to share and submit their Safety Success Story, creation of reporting channels to discuss or submit an issue, creation of Compliance mail box channel, confidential advisors, Sustainability Awareness video and communications on various topics, offering more than 600 different training courses to all of our employees.
Integration of ESG topics in the long-term strategy and board meetings. Disclosure of financial and non-financial indicators and targets. Understanding of investors' expectations on sustainability. Attracting responsible investors, maintaining image of DEME as a socially responsible company. Active outreach and open communication on ESG performance with selected ESG rating agencies.	●●●	●●●	We maintain and will further develop in the coming years the section Investor Relations on the DEME website as a public and transparent entity. Organized outreach to investment community: - the Annual General Meeting of Shareholders - investor conferences and roadshows - Semester conference calls - one-on-one (virtual) meetings
To maintain solid financial profile and healthy balance sheet. Access to favorable debt financing via sustainability-linked loans.	●●●	●●●	In 2025, to finance the acquisition of Havfram with two wind turbine installation vessels DEME has taken 700 million euros in Green Loans. In 2022, DEME converted its long-term financing into sustainability-linked loans with interest margins linked to performance of two Sustinability-Related KPIs until 2026. Responses to queries from lenders.
To integrate DEME Code of Ethics and Business Integrity for our business partners, monitoring supplier safety performance, gradual integration of sustainability aspects into procurement processes.	●●○	●○○	We include the Code of Ethics and Integrity for business partners in our contracts with suppliers. We monitor and evaluate supplier safety performance via our internal audit system. Outreach to majority of our core and strategic suppliers to complete ESG assessment. In 2025, the Sustainable Procurement Policy has been approved and serves as a part of our ESG due diligence approach.
Ensuring compliance with legislation, addressing climate-related transition risks and opportunities.	●○○	●●●	Follow-up and implementation of general sustainability regulatory framework (CSRD, CSDD(D), EU Taxonomy, CBAM, EU ETS, ...) and sector guidelines. External assurance and audits, compliance with ISO standards, DEME Code of Ethics and Business Integrity.
Building collaboration with shared values and strengthening local communities, addressing community concerns, having a positive impact on local communities and building trust.	●●○	●○○	Including philanthropy or public-private stakeholder engagement into our projects, supporting charitable organisations, support and contribution to local social projects worldwide.
Participation in trade and industry associations, developing industry standards on sustainability, collaborating and partnering in industry initiatives.	●●●	●○○	DEME is participating in different sector associations such as the Sustainability Committee of IADC and the Environmental Sustainability Committee of the IMCA. In 2025 DEME Offshore signed the International Responsible Business Conduct (IRBC) Agreement in the Netherlands. Alignment on best practices and standards within our industry.
Building long-term partnerships and strengthening collaboration with academic and research institutions, conducting studies with universities, access to state-of-the-art research facilities, fresh ideas, perspectives, and talent.	●○○	●○○	DEME supports the Belgian Innoptus Solar Team engineering students. As part of the AcaDEME initiative striving for meaningful collaboration with universities, a chair with Ghen University on "Nature-based Solutions for Resilient Coasts" was set up.

1.4. Double Materiality Assessment

IRO-1 IRO-2 E2.IRO-1 E3.IRO-1 E4.IRO-1 E5.IRO-1 SBM-3 E1.SBM-3 S1.SBM-3

1.4.1. Introduction

To identify DEME's material sustainability matters, the company conducted a Double Materiality Assessment (DMA).

Since 2020, DEME has been performing materiality assessments; however, the concept has evolved under the current CSRD legislation. Previously, two dimensions were utilized to assess materiality and structure DEME's sustainability policy: "business impact", which measured impacts on DEME's business, and "importance to stakeholders", determined through stakeholder surveys.

In 2024, the company re-evaluated and modified its materiality assessment based on the double materiality requirements of ESRS 1 and the implementation guidance from EFRAG IG1 "Materiality Assessment". A notable change is the inclusion of the "**material impact**" that DEME has on the environment and society through its operations and value chain (inside-out perspective), along with the consideration of "**financial materiality**" or how sustainability matters influence DEME's business performance and reputation (outside-in perspective).

In 2025, DEME conducted a reassessment of its Double Materiality Assessment (DMA) in accordance with the requirements of the Corporate Sustainability Reporting Directive (CSRD), the European Sustainability Reporting Standards (ESRS), and the EFRAG Implementation Guidance, specifically the May 2024 publication, section 5.3 "FAQs on the materiality assessment process," FAQs 170 and 171. This FAQ 171 allows undertakings to rely on prior materiality assessments if, based on appropriate evidence, there have been no material changes in organizational or operational structure and no changes in external factors that could create new or significantly modify existing impacts, risks, and opportunities (IROs) or affect the relevance of disclosures.

The sections below detail the process, methodology, DMA outcome and DMA reassessment process in 2025.

1.4.2. Process

The first-time DMA process of 2024 used a structured, bottom-up approach. A step-by-step method was implemented to identify, assess, and prioritize sustainability-related impacts as well as sustainability risks and opportunities. Risks and opportunities may sometimes be dependent on sustainability-related impacts. Proper governance was established, and each step was documented to ensure a qualitative and consistent DMA.

- **Step 1**: The scope and boundaries of the DMA were aligned with the CSRD and financial reporting scope based on the group's legal structure. A value chain mapping was conducted, considering DEME's business model, its segments and activities, the project-based nature of DEME's operations, and the geographic areas where DEME is active.
- **Step 2**: From an extensive list of topics pertinent to our industry and stakeholders, we selected those most applicable to our specific entity and context. This selection was informed by various sources, including the ESRS list of topics (ESRS 1 AR 16), the implementation guidance from EFRAG IG1 "Materiality Assessment", ESG questionnaires from rating agencies, and benchmarking with our industry peers. Subsequently, we refined this list into a concise set of relevant sustainability topics for DEME, following comprehensive consultations with internal experts. A topic is deemed relevant if it has the potential to become material to DEME's activities and/or the value chain in which DEME operates, from either an impact perspective, a financial perspective, or both.
- **Step 3**: For each relevant topic, we identified the associated impacts, risks, and opportunities (IROs). The identification of IROs was based, among other factors, on the materiality assessment conducted by an external expert for DEME in 2022, along with input from internal subject matter experts. This stage of the DMA process involved examining DEME's operations and the resulting impacts. Our analysis considered our own operations and, where feasible, extended to both upstream and downstream elements of our value chain.
- **Step 4**: The IROs were rated and recorded based on a specific scale that measures their actual or potential effects and likelihood. Both qualitative and quantitative measures were used to score the IROs, resulting in impact and financial materiality scores depending on the nature of the IRO.
- **Step 5**: We applied thresholds to determine the materiality of the IROs, based on their impact and financial materiality scores.

Throughout the different stages of the DMA, we consulted with internal subject matter experts. General insights from DEME's stakeholder collaboration and results from an online, anonymous survey conducted in 2021, which aimed to set our sustainability priorities at that time, were used as a proxy for external stakeholder views to inform our input parameters for the DMA assessment.

The DMA underwent a stepwise validation process by DEME's Sustainability Board, the Executive Committee and the Board of Directors. During this phase, the management bodies also validated the DMA methodology and its outcome.

1.4.3. Methodology

DEME developed its methodology using ESRS 2 "General Disclosures" and EFRAG implementation guidance IG1 "Materiality Assessment", building on previous assessments. The sections below address the concepts of IRO assessment, as well as the definition and consolidation of impact and financial materiality.

IROs were assessed using a specific assessment. Each IRO has been categorized based on:

- their type: positive impact, negative impact, risk, or opportunity
- their likelihood: actual or potential
- the business activity: Offshore Energy, Dredging & Infrastructure, Environmental, Concessions
- where they occur in the value chain: in DEME's own operations or in the value chain (upstream or downstream)
- time horizon: short-term, mid-term, or long-term

The scoring of IROs is based on supportable evidence and relies as much as possible on objective information.

Depending on the nature of the IRO, different types of materiality assessments need to be performed. If the IRO could affect the environment or society in a positive or negative way, then the IRO is an impact, and the impact materiality assessment should be applied. If the IRO could affect the company's financial performance or its reputation, then the IRO is a risk or opportunity, and the financial materiality assessment should be applied. Both aspects of materiality will be covered in the next sections.

A more detailed description of the process to identify and assess climate-related impacts, risks and opportunities is included under topic section 2 Environmental.

The process for identifying and assessing impacts, risks, and opportunities related to pollution, water and marine resources, biodiversity and ecosystems, and resource use within a circular economy followed the same procedural steps and methodologies outlined previously. This process was informed by specific insights from using DEME's Environmental Risk Matrix at the project level across DEME's operations. This matrix is part of the QHSE Management Process.

1.4.3.1. Impact Materiality

A sustainability matter is considered material from an impact perspective (inside-out) when DEME's actual or potential, positive or negative impact on people or the environment is material over the short-, medium- or long-term. According to the ESRS standards, three parameters - "scale", "scope", and "irremediable character" - are used in assessing the "severity" of impacts.

For actual negative impacts, materiality is based on the severity of the impact, whereas for potential negative impacts, it is based on both the severity and likelihood of the impact. Higher severity (including higher scale, scope, and irremediability) and higher likelihood result in a higher score for the negative impact. For actual positive impacts, materiality is determined by the scale and scope of the impact. For potential positive impacts, materiality depends on the scale, scope, and likelihood of the impact.

Factors have been scored for each positive and negative impact, and final impact materiality scores have been calculated to reflect all actual and potential negative and positive impacts. To distinguish what is materially relevant for DEME from an inside-out perspective, an impact materiality threshold has been applied. This threshold was defined through balanced management judgment, taking into account the specific context and circumstances of the company and its stakeholders.

1.4.3.2. Financial Materiality

A sustainability matter is material from a financial perspective (outside-in) if it triggers or could be expected to trigger material financial effects on DEME over the short-, medium- or long-term.

Impact materiality and financial materiality are often interconnected. DEME's impact on people or the environment, as well as changes to strategy, including investments and management decisions made to address such impacts, often determine risks and opportunities. As a starting point for assessing the impact of sustainability matters on DEME, we considered the impacts defined in the impact materiality assessment. At the same time, we also identified risks and opportunities that were not related to already defined impacts.

When assessing the financial materiality of risks or opportunities associated with an impact, we considered the same boundaries as those of the defined impacts. For risks or opportunities that could not be linked to an impact, the scope of the risks and opportunities considered the project-based nature of DEME. This was the starting point to determine how extensive the perimeter and context of the risks or opportunities are.

Some risks and opportunities can have different effects on DEME, for example, effects that are not directly financial, such as reputational. In those cases, a qualitative reputational effect was used to assess the financial materiality instead of the quantifiable financial effect.

Therefore, financial materiality should be understood as being potentially measured in terms of either financial or reputational effects, depending on the nature of the risk or opportunity and their context. Furthermore, a number of identified risks and opportunities derives from dependencies on nature and social resources.

The financial materiality of the risks and opportunities was assessed based on the magnitude of their effects multiplied by their likelihood. Both the magnitude and likelihood were evaluated using a scoring matrix.

We adhered to the following guiding principles in assessing financial materiality:

- When measuring materiality in terms of financial effect, we distinguished between recurrent risks or opportunities and one-off events. A risk or opportunity is considered recurring if there is a potential impact for 5 consecutive years. In other cases, it is considered as a one-off event. The scale of the effect was quantified accordingly: for recurrent events, the impact was determined in terms of net profit; for one-off events, the impact was determined in terms of equity.
- When measuring materiality in terms of reputational impact, we assessed the adverse or positive effect on a scale of 1 to 5.

Thresholds for financial materiality have been established in absolute figures for both recurring risks and opportunities, as well as one-off events. The materiality threshold for recurring risks and opportunities has been determined based on the average net profit from 2019 to 2023, excluding the year 2020 due to non-recurring effects from the COVID-19 pandemic. For one-off events, the materiality threshold has been calculated based on equity, derived from the group equity levels as of December 31, 2022, and 31 December 31, 2023.

1.4.3.3. Outcome Double Materiality Assessment

The table below summarizes the assessment of the materiality of sustainability matters, indicating whether they were considered material from an impact or financial perspective. For the financial perspective, it specifies whether the materiality is related to a risk or opportunity. For the impact perspective, it specifies whether the materiality is related to a negative or positive impact. The sustainability matters assessed are based on the ESRS standards and additional "company-specific" considerations specific to the business model due to the absence of sector-specific guidance.

The assessment was conducted at the subtopic level, although the final results are presented at the topic level.

Based on the DMA analysis, three topics with potential material impact at the group level have been identified: "Energy transition", "Greenhouse gas emissions (GHG) and "Occupational Health and Safety" (Own workforce) (OHS).

DEME will report its material IROs in the next section 1.4.4 Material impacts, risks and opportunities and their interaction with the strategy and business model. The remaining sections of the Sustainability Statements will detail the policies, targets, KPIs, and progress for each material topic in accordance with the CSRD and ESRS format, following the sequence included in the topical sections under 2. Environmental and 3. Social.

DEME material topic	Corresponding ESRS topic	Definition	Impact Materiality	Financial Materiality
Energy transition	Entity-specific	Expanding our offshore renewable energy solutions and exploring new marine-based solutions for renewable energy production, connection and storage.	Material (positive impact)	Material (opportunity)
Greenhouse gas emissions	E1 - Climate change mitigation	Policies and actions to reduce greenhouse gas emissions in our operations and in our value chains.	Material (negative impact)	Material (risk)
Occupational Health and Safety	S1 - Working conditions	Safety management systems aimed at reducing the number of accidents and work-related ill health, as well as developing a culture of prevention and continuous improvement.	Material (negative impact)	Not material

1.4.4. Material impacts, risks and opportunities and their interaction with the strategy and business model

The following table presents the sustainability-related impacts, risks, and opportunities identified and assessed as material through the DMA process. The table specifies whether the impacts are positive or negative.

All material impacts listed are considered "actual" impacts and will affect the short, medium, and long term. More information on how the effects of impacts, risks and opportunities are addressed is included in the topical sections under 2. Environmental and 3. Social.

Material impact or Material risk/opportunity	IRO	Description
Entity-specific		
Energy transition		
Positive impact	Supporting global energy transition	Offshore renewable energy technologies play a significant role in reducing greenhouse gas emissions, which are key contributors to global warming. DEME is a pioneer in the offshore wind power industry, acknowledging its critical importance in the global energy transition and its substantial impact on mitigating greenhouse gas emissions.
Opportunity	Potential growth of the offshore wind business	The energy transition presents a significant opportunity for DEME to expand its Offshore segment. OECD countries have declared intentions to increase their offshore wind energy capacity to meet their decarbonization targets. DEME's initiatives to address climate change offer further prospects. With extensive expertise and resources in offshore energy, DEME is advancing renewable energy infrastructure, supporting offshore wind projects, and enhancing the production, storage, and transportation of renewable energy, thereby making a substantial contribution to a sustainable energy future. The importance and potential of this industry are clear.
ESRS E1 Climate Change		
Greenhouse gas emissions (climate change mitigation)		
Negative impact	Direct and indirect GHG emissions	Greenhouse gas emissions are gases in the atmosphere that can absorb infrared radiation, trapping heat and creating a greenhouse effect. DEME is active in a sector with high GHG emissions intensity, contributing to global warming. The majority of DEME's GHG footprint (Scope 1 and 2) is attributed to the emissions produced by its vessels. GHG emissions resulting from DEME's value chain activities (Scope 3) can mainly be attributed to the purchase of goods and services, capital goods, fuel- and energy-related activities not included in Scope 1 or Scope 2, upstream transportation and distribution, business travel and upstream leased assets.
Risk	Climate transition risk	DEME's geographical footprint exposes the company to potential carbon taxes, emissions trading systems (ETS) and other GHG emission regulations in the near future.
ESRS S1 Own workforce		
Occupational Health and Safety		
Negative impact	Health and Safety	Work-related injuries and diseases impose significant human, social, and economic costs on society. Safety incidents can result in injuries or fatalities among DEME's own workforce. Given the nature of DEME's operations, which involve large, complex projects requiring numerous handling and lifting actions, as well as the operation of heavy machinery both onshore and offshore, there is a potential for major accidents or events leading to multiple fatalities or permanent disabilities. The negative impact of work-related injuries and diseases does not result in material financial effects; thus, this topic is not financially material.

All identified material impacts (both negative and positive), risks, and opportunities are directly linked to DEME's strategy and business model. The nature of DEME's projects requires significant energy consumption, primarily through the combustion of fuels in DEME's vessels and auxiliary floating equipment, which accounts for approximately 94% of the total Scope 1 and 2 GHG emissions. Conversely, the activities performed by the Offshore Energy segment facilitate and support the global energy transition.
The negative impact on the health and safety of workers within DEME's workforce is primarily associated with the nature of DEME's operations and the types of tasks conducted by the crew and workmen on vessels and project sites.

For more detailed information on DEME's material impacts, risks and opportunities, and how they interact with its strategy and business model, as well as DEME's resilience in addressing these impacts and risks and leveraging opportunities, please refer to the following sections in the Sustainability Statements:

- 2.2 Climate resilience & Climate-related Impacts, Risks and Opportunities
- 2.3 Energy Transition
- 2.4 ESRS E1 GHG emissions
- 3.2 ESRS S1-14 Occupational health and safety (Own workforce)

1.4.5 DMA reassessment process in 2025

Approach and Methodology
The DMA reassessment process in 2025 as mentioned in the introduction was guided by a robust methodology that combined both top-down (event-driven) and bottom-up (trigger-led) approaches. The bottom-up approach was directly aligned with the triggers outlined in FAQ 171, ensuring that any major changes—such as mergers, acquisitions, significant supply chain changes, global events, market entries/exits, or significant shifts in stakeholder expectations—would require further review of (material) topics and IROs.

Internal Stakeholder Engagement
An internal stakeholder engagement process was coordinated by DEME's Sustainability Department, utilizing an internal tool to support focused working sessions with pertinent departments and in-house subject matter experts.
Each session conducted a comprehensive review of all potentially relevant events and triggers, evaluated their influence on ESG matters and, where applicable, associated IROs, and systematically documented the rationale for any modifications or affirmations of no change. This approach ensured that the reassessment was grounded in evidence and represented the combined expertise within DEME.

Governance and Validation
The DMA reassessment methodology and its outcomes were reviewed and approved by DEME's Sustainability Board (June 19 and October 20 meetings) and received final validation from the Board of Directors on November 12, 2025.

Overall Outcome
After a thorough review of all relevant events and triggers in 2025—including the acquisitions of Havfram (currently renamed DEME Offshore NO) and Bauer Offshore Technologies (reference is made to Chapter 6. Financial Statements - Group structure and changes in the reporting period), changes in legislation, and macroeconomic or geopolitical developments—no material changes were identified that would add new material topics or significantly alter the materiality of existing EFRAG ESG topics or IROs.

As a result, DEME's impact, risk, and opportunity profiles remain unchanged, and the DMA conducted in 2024 continues to be robust and well-suited to the current business environment.

2. Environmental

2.1. Disclosures pursuant to Article 8 of Regulation 2020/852 (Taxonomy Regulation)

For FY2025 DEME is already reporting based on the Simplified EU Taxonomy Disclosure requirements following the recommendations of the EU Commission and the Belgian market regulator FSMA.

The EU Taxonomy is a classification system that establishes a list of environmentally sustainable economic activities. Its goal is to assist the EU in increasing sustainable investment and supporting the European Green Deal.

DEME has assessed how and to what extent its own activities are associated with economic activities considered environmentally sustainable under the EU Taxonomy. Despite some uncertainties around the application of the Taxonomy Regulation and its Delegated Acts in practice, DEME has made strident efforts to collect reliable data on the eligibility and alignment of activities to be considered as environmentally sustainable economic activities. In addition, it has performed an assessment regarding the "Do No Significant Harm" criteria and carried out an assessment to ensure compliance with the Minimum Social Safeguard standards. The detailed results are reported in the tables on the following pages.

Comparing 2025 already with 2024, the Taxonomy-aligned turnover increased from already 42% to 47%. This increase is mainly driven by the group's involvement in additional offshore wind projects. Taxonomy-aligned capital expenditure was 78% this year, compared to 46% last year. This important increase is mainly driven by the acquisition of the new Havfram (DEME Offshore NO) installation vessels, Norse Wind and Norse Energi, that will be involved in Offshore wind projects.

2.1.1. Methodology

For the financial year 2025, DEME reports in accordance with the EU Taxonomy standards (more precise in accordance with amended Delegated Regulation (Omnibus Delegated Act) adopted on July 4, 2025), thus complying with the CSRD and the EU Taxonomy Regulation. DEME conducted an eligibility assessment based on the six environmental objectives of the EU Taxonomy Regulation to disclose the proportion of Taxonomy-eligible and non-eligible activities in total turnover, capital expenditure (CapEx), and operational expenditure (OpEx). Additionally, DEME conducted alignment assessments according to the Delegated Acts on its Taxonomy-eligible activities to disclose the share of Taxonomy-aligned activities. These assessments were carried out at the project level for projects executed in 2025. The Minimum Social Safeguards have been assessed at group level.

2.1.1.1. Taxonomy-eligible activities

We identified DEME's Taxonomy-eligible activities by screening the economic activities listed in the Climate Delegated Act (EU 2021/2139), the Complementary Climate Delegated Act (EU 2022/1214), the Environmental Delegated Act (EU 2023/2486), and the amendments to the Climate Delegated Act (EU 2023/2485).

The following activities have been identified as eligible:

- 4.3 Electricity generation from wind power (Climate Change Mitigation)
- 6.14 Infrastructure for rail transport (Climate Change Mitigation – Enabling activity)
- 2.7 Sorting and material recovery of non-hazardous waste (Transition to the Circular Economy)
- 2.4 Remediation of contaminated sites and areas (Pollution Prevention and Control)
- 14.2 Flood risk prevention and protection infrastructure (Climate Change Adaptation)

2.1.1.2. Taxonomy-aligned activities (Substantial Contribution)

Article 3 of the EU Taxonomy Regulation sets out criteria that an economic activity must meet to qualify as environmentally sustainable ("Taxonomy-aligned"). The Taxonomy alignment of identified eligible activities has subsequently been assessed against the criteria in the Delegated Acts as mentioned above. For DEME, eligible turnover was evaluated per project against the technical screening criteria (TSC) for the environmental objectives of "Climate Change Mitigation", "Climate Change Adaptation", "Transition to Circular Economy", and "Pollution Prevention and Control".

DEME projects associated with activity 4.3 contribute to the construction or operation of electricity generation facilities that produce electricity from wind power. There are no specific "Substantial Contribution criteria" for this activity, indicating that DEME's offshore renewable activities are considered sustainable economic activities. In line with the description of the activity 4.3, the technical screening criteria of activity 7.6 "Installation, maintenance and repair of renewable energy technologies" apply to our Offshore renewable Operation & Maintenance projects as they are an integral element of the "maintenance and repair of renewable energy technologies". This approach is consistent with the interpretation set out in FAQ139 of the first European Comission Notice.

Activities related to 6.14 contribute to the construction of rail infrastructure, and it has been assessed that an electrified trackside is part of the infrastructure works. For projects related to 2.7 "Sorting and material recovery of non-hazardous waste", it was ensured that measures

were in place to track recovery rate performance and ensure proper waste management. For projects associated with 2.4 "Remediation of contaminated sites", it was assessed that best practices are followed to prevent further contamination and that the best strategy was implemented after a thorough preparatory survey.

Lastly, for activities related to 14.2 "Flood risk prevention and protection infrastructure", it was assessed that a climate risk and vulnerability assessment was conducted using the most appropriate climate projection, that material related risks were identified and addressed through appropriate adaptation measures consistent with the adaptation plan.

2.1.1.3. Do No Significant Harm criteria

Projects that contribute substantially to objectives must ensure they do not cause significant harm to other environmental objectives. This is addressed through the "Do No Significant Harm" (DNSH) criteria, which DEME has assessed for the remaining applicable objectives. These criteria include a set of general requirements in addition to activity-specific criteria. Various internal and public documents, such as Environmental Impact Assessments (EIA), Climate Change Resilience Analyses (CCRA), work plans, and permits, have been used to evaluate these criteria. A project can be considered Taxonomy-aligned only when all the requirements of the criteria are met.

2.1.1.4. Minimum Social Safeguards

The Minimum Social Safeguards have been assessed at group level. DEME conducted a screening of its internal processes and policies to ensure compliance with the Minimum Social Safeguards at a corporate level. We refer to Section 4. Governance of these Sustainability Statements, to Chapter 5 of the Annual Report on Corporate governance and risk management and to our efforts for the alignment of our policies with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights.

2.1.2. EU Taxonomy KPIs

2.1.2.1. Accounting principles

To ensure accuracy and consistency in EU Taxonomy calculations, DEME avoids double counting across economic activities when allocating the numerator for turnover and CapEx. For turnover, each amount is recorded under a single project, which is then assigned to one specific EU Taxonomy activity. For CapEx, each amount is allocated to a single asset that can be linked to one EU Taxonomy activity. This method ensures that every project and asset is uniquely associated with one activity, preventing any overlap in the reporting of turnover or CapEx.

Since 2024, companies have been required to report under the full scope of the EU Taxonomy Regulation, covering all six environmental objectives. For DEME, this extension means that, in 2025, we are reporting for the second consecutive year on the complete EU Taxonomy framework, ensuring transparency across both climate and non-climate objectives.

The group consists of subsidiaries (fully consolidated entities), joint ventures and associates. For segment reporting purposes (please refer to Chapter 6. Financial Statements –Segment Reporting), the turnover, OpEx or CapEx of joint ventures are included in proportion to the group's interest in the joint venture, whereas they are excluded from the official IFRS figures and consolidated on 1 line under results from companies consolidated according to equity result method. As the EU Taxonomy Regulation is based on the official IFRS figures, neither joint ventures nor associates are included. In addition, DEME is active in several joint operations and includes its turnover, expenses, assets and liabilities from these activities based on its interest in these joint operations within its Financial Statements. Only joint operation turnover and CapEx that can be allocated to specific projects or assets is included.

2.1.2.2. Taxonomy-aligned turnover

The Taxonomy-aligned turnover refers to the turnover associated with taxonomy-aligned economic activities as a proportion of the total turnover. Turnover from the Offshore Energy, Dredging & Infra, and Environmental segments is project-based and evaluated individually per project. These projects involve activities related to offshore wind, infrastructure works including rail infrastructure, coastal protection infrastructures, and remediation of polluted sites among others. Turnover related to soil and sediment treatment is asset-based and assessed per asset. Some projects have multiple scopes, not all of which can be linked with the EU Taxonomy. For example, constructing a tunnel for both rail and road transportation, where only the rail transportation scope is eligible. When the turnover from a project cannot be fully identified as eligible, an allocation key is used to assign turnover from the project or asset contributing to the Taxonomy-eligible activity.

DEME's eligible and aligned activities continued to expand in 2025, with 52% of the group's turnover now classified as eligible and 47% as aligned, compared to 45% and 42% in 2024, respectively. This growth is primarily driven by the group's involvement in additional offshore wind projects.

2.1.2.3. Taxonomy-aligned CapEx

The EU Taxonomy Regulation defines CapEx as investments in tangible and intangible assets that contribute to Taxonomy-aligned economic activities. This includes the capitalized expenditures related to assets or processes associated with Taxonomy-aligned economic activities as a proportion of DEME's Financial CapEx - that is accounted for based on IAS 16 (73: (e)(i) and (iii)), and IAS 38 (118: (e) (i)) - though corrected for cash corrections and business combinations, and added with IFRS 16 investments (53: (h)).

For DEME, a significant portion of the investment made within a reporting year pertains to its fleet. While turnover is assessed per project to determine eligibility and alignment, CapEx is asset-related and typically cannot be precisely attributed to one specific project. The segmentation of DEME's fleet is based on the nature of the equipment dedicated to the activities of a specific segment. An overview of the DEME fleet is outlined in Chapter 8. Appendix-Fleet and equipment. DEME vessels are continuously deployed on various projects worldwide; therefore, a geographical segmentation is not applicable (Chapter 6. Financial Statements –Segment Reporting).

The CapEx calculation is based on DEME's yearly investment plan, with most Taxonomy-eligible and aligned CapEx related to constructing, upgrading, and maintaining vessels working for DEME's offshore wind activities. Reference is made to Chapter 6. Financial Statements – Note (7) property, plant and equipment.

For vessels that perform work for both Taxonomy-eligible and non-eligible projects, the CapEx is allocated based on an allocation key. This key is derived from the contribution of that type of vessel to Taxonomy-eligible and non-eligible generated turnover. There is no differentiation between eligible and aligned CapEx, as DEME's activities related to offshore wind are highly likely to be aligned when eligible. Furthermore, most of the vessels are not assigned to one specific offshore wind project and contribute to multiple projects, maintaining consistent scope and execution whether the project is eligible or aligned.

Taxonomy-eligible and aligned CapEx increased significantly in 2025, reaching 79% and 78%, respectively. This substantial rise is primarily driven by the acquisition of the new Havfram (currently renamed to DEME Offshore NO) installation vessels, Norse Wind and Norse Energi, which represented a major part of the EU Taxonomy CapEx. All aligned CapEx pertains to investments made for activities that contribute to EU Taxonomy activities 4.3, 6.14, and 2.7. The majority of this CapEx is associated with DEME vessels, which are involved in the installation and construction of offshore wind farms (activity 4.3).

We can note a material difference between EU Taxonomy CapEx and the Investments as reported in the financial statements. This variation results from the specific EUT definition of CapEx. Investments in the financial statements is the amount paid for the acquisition of "intangible assets" and "property, plant and equipment", visible in the consolidated statement of cash flows from investing activities within Chapter 6. Financial Statements, whereas the EUT CapEx comprises the following components as mentioned in the first paragraph:

- Additions of tangible and intangible assets before depreciation & amortizations (Reference is made to Chapter 6. Financial Statements – Note (5) intangible assets and Note (7) property, plant and equipment)
- Additions of IFRS 16 leases (Reference is made to Chapter 6. Financial Statements – Note (8) right-of-use assets)
- Additions from business combinations and asset deals (Reference is made to Chapter 6. Financial Statements – section group structure and changes in the consolidation scope)"

2.1.2.4. Taxonomy-aligned OpEx

In accordance with the EU Taxonomy Regulation, DEME has assessed its operational expenditure (OpEx) based on the prescribed definition, which includes a restrictive list of non-capitalized costs related to R&D, short-term leases, maintenance and repairs, and other direct expenditures necessary for the continued functioning of assets. Reference is made to Chapter 6. Financial Statements – Note (5) intangibles and Financial Statements - Note (23) lease liabilities. Overheads, raw materials, employee costs related to operating equipment, and other costs specified by the regulation are excluded from this calculation.

Given DEME's business model, the EU Taxonomy Regulation-defined OpEx is limited to non-capitalized maintenance expenses (as maintenance costs are largely included within capital expenditure), short-term lease costs, and certain R&D costs. Many non-capitalized R&D activities are conducted through associates (companies accounted for using the equity method) and therefore are not included in the EU Taxonomy scope. Additionally, most of DEME's R&D expenses pertain to employee costs, which are excluded under the Taxonomy definition. As a result and similar to last year, the total EU Taxonomy-defined OpEx represents less than 5% of DEME's total reported OpEx.

Since the operational expenditure according to the Taxonomy definition is not significant to DEME's business model, the company applies the exemption provided by the Commission Delegated Regulation (EU) 2021/2178, reporting the numerator of the OpEx KPI as zero. The total value of the EU Taxonomy OpEx denominator for 2025 has been calculated to be 174,116,087 euros (2024: 145,631,222 euros).

Proportion of Turnover, CapEx, OpEx from products or services associated with Taxonomy-aligned economic activities – disclosure covering year (N)

Financial year (N)		2025
KPI (1)	**Total (2)**	**Propotion of Taxonomy eligible activities (3)**
	eur	%
Turnover	4,154,732,509	52%
CapEx	1,038,826,875	79%
OpEx	174,116,087	0%

Proportion of Turnover from products or services associated with Taxonomy-aligned economic activities – disclosure covering year (N) (activity breakdown)

Reported KPI		Turnover
Financial year (N)		2025
Economic Activities (1)	**Code (2)**	**Taxonomy eligible KPI (Proportion of Taxonomy eligible Turnover) (3)**
		%
Infrastructure for rail transport	CCM 6.14.	2.3%
Remediation of contaminated sites and areas	PPC 2.4.	1.7%
Sorting and material recovery of non-hazardous waste	CE 2.7.	2.0%
Electricity generation from wind power	CCM 4.3.	44.5%
Flood risk prevention and protection infrastructure	CCA 14.2.	1.8%
Sum of alignment per objective		
Total KPI (Turnover)		52.3%

	Taxonomy aligned activities (4)	Proportion of Taxonomy aligned activities (5)	Environmental objective of Taxonomy aligned activities						Proportion of enabling activities (12)	Proportion of transitional activities (13)	Not assessed activities considered nonmaterial (14)	Taxonomy aligned activities in previous financial year (N-1) (15)	Proportion of Taxonomy aligned activities in previous financial year (N-1) (16)
			Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Circular Economy (9)	Pollution (10)	Biodiversity (11)					
	eur	%	%	%	%	%	%	%	%	%	%	eur	%
	1,953,307,559	47.0%	44.8%	0.8%	0.0%	1.5%	0.0%	0.0%	3.0%	0.0%	0.0%	171,639,790.1	42%
	812,603,451	78.2%	78.2%	0.0%	0.0%	0.1%	0.0%	0.0%	0.4%	0.0%	0.0%	178,447,033.2	46%
	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0%

	Taxonomy aligned KPI (monetary value of Turnover) (4)	Taxonomy aligned KPI (Proportion of Taxonomy aligned Turnover) (5)	Environmental objective of Taxonomy aligned activities						Enabling activity (12)	Transitional activity (13)	Proportion of Taxonomy aligned in Taxonomy eligible (14)
			Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Circular Economy (9)	Pollution (10)	Biodiversity (11)			
	eur	%	%	%	%	%	%	%	E where applicable	T where applicable	%
	94,093,306	2.3%	2.3%	0.0%	0.0%	0.0%	0.0%	0.0%	E		100.0%
	1,375,228	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			2.0%
	60,826,728	1.5%	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%			72.5%
	1,765,369,255	42.5%	42.5%	0.0%	0.0%	0.0%	0.0%	0.0%			95.4%
	31,643,042	0.8%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	E		43.0%
			44.8%	0.8%	0.0%	1.5%	0.0%	0.0%			
	1,953,307,559	47.0%	44.8%	0.8%	0.0%	1.5%	0.0%	0.0%	3.0%	0.0%	90.0%

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities – disclosure covering year (N) (activity breakdown)

Reported KPI		CapEx
Financial year (N)		2025
Economic Activities (1)	**Code (2)**	**Taxonomy eligible KPI (Proportion of Taxonomy eligible CapEx) (3)**
		%
Infrastructure for rail transport	CCM 6.14.	0.4%
Remediation of contaminated sites and areas	PPC 2.4.	0.1%
Sorting and material recovery of non-hazardous waste	CE 2.7.	0.4%
Electricity generation from wind power	CCM 4.3.	77.7%
Flood risk prevention and protection infrastructure	CCA 14.2.	0.0%
Sum of alignment per objective		
Total KPI (CapEx)		78.6%

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities – disclosure covering year (N) (activity breakdown)

Reported KPI		OpEx
Financial year (N)		2025
Economic Activities (1)	**Code (2)**	**Taxonomy eligible KPI (Proportion of Taxonomy eligible OpEx) (3)**
		%
Infrastructure for rail transport	CCM 6.14.	0.0%
Remediation of contaminated sites and areas	PPC 2.4.	0.0%
Sorting and material recovery of non-hazardous waste	CE 2.7.	0.0%
Electricity generation from wind power	CCM 4.3.	0.0%
Flood risk prevention and protection infrastructure	CCA 14.2.	0.0%
Sum of alignment per objective		
Total KPI (OpEx)		0.0%

	Taxonomy aligned KPI (monetary value of CapEx) (4)	Taxonomy aligned KPI (Proportion of Taxonomy aligned CapEx) (5)	Environmental objective of Taxonomy aligned activities						Enabling activity (12)	Transitional activity (13)	Proportion of Taxonomy aligned in Taxonomy eligible (14)
			Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Circular Economy (9)	Pollution (10)	Biodiversity (11)			
	eur	%	%	%	%	%	%	%	E where applicable	T where applicable	%
	4,374,057	0.4%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	E		100.0%
	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
	600,000	0.1%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%			15.6%
	807,629,394	77.7%	77.7%	0.0%	0.0%	0.0%	0.0%	0.0%			100.0%
	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	E		0.0%
			78.2%	0.0%	0.0%	0.1%	0.0%	0.0%			
	812,603,451	78.2%	78.2%	0.0%	0.0%	0.1%	0.0%	0.0%	0.4%	0.0%	99.5%

	Taxonomy aligned KPI (monetary value of OpEx) (4)	Taxonomy aligned KPI (Proportion of Taxonomy aligned OpEx) (5)	Environmental objective of Taxonomy aligned activities						Enabling activity (12)	Transitional activity (13)	Proportion of Taxonomy aligned in Taxonomy eligible (14)
			Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Circular Economy (9)	Pollution (10)	Biodiversity (11)			
	eur	%	%	%	%	%	%	%	E where applicable	T where applicable	%
	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	E		0.0%
	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			0.0%
	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	E		0.0%
			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

2.2. Climate resilience & climate-related impacts, risks and opportunities

SBM-3 E1.SBM-3 E1.IRO-1

The following sections describe the process and methodology of DEME's climate resilience analysis, as well as its outcome regarding the identification and assessment of its climate-related risks. For a more detailed description on climate-related impacts and opportunities we refer to section 2.4 ESRS E1 GHG emissions and Section 2.3 Environmental – Energy Transition respectively.

2.2.1. Climate resilience analysis

In 2024, DEME conducted a climate resilience analysis using scenarios from the Intergovernmental Panel on Climate Change (IPCC). This analysis remains still relevant for the current reporting year. This initial qualitative analysis examined the potential impacts of climate change, focusing on **physical and transition risks** relevant to DEME's own operations. Physical risks include impacts from climate change, such as extreme weather, wind pattern changes, sea level rise, and more precipitation. Transition risks are business risks from moving towards a low-carbon economy. They include policy changes, technological advancements, and shifts in market preferences. These can impact operations, reputation, and asset values.

2.2.1.1. Scope

Physical and transition risks have been evaluated separately based on two distinct Representative Concentration Pathway (RCP) scenarios. RCPs are climate change scenarios developed by the IPCC to project future gas concentrations.

DEME conducted a climate scenario analysis using using the RCP 8.5 "worst-case" scenario to identify potential physical risks that could affect specific structures. This analysis focused on offshore renewables Engineering, Procurement, Construction, and Installation (EPCI) projects, aiming to assess the resilience of structures such as cables and foundations against anticipated **physical** risks due to climate change.

DEME has also conducted a climate scenario analysis using the RCP 2.6 "best-case" scenario to evaluate potential **transition** risks affecting its global operations. This scenario was applied with a broad analytical scope, encompassing the entire business rather than a specific subset of assets or structures. Through this approach, DEME identified key transition risks that could materially impact its own operations under a low-emissions economy transition pathway. These risks include potential increases in regulatory and compliance pressures, reputational risks, as well as market and technological risks. DEME recognizes that these transition risks could affect revenue streams, operational costs, and strategic positioning in the global market.

2.2.1.2. IPCC scenario selection and methodology

The IPCC scenarios, particularly the worst-case (RCP 8.5) and best-case (RCP 2.6), highlight several climate-related risks that could significantly impact DEME's operations:

RCP 8.5 (worst-case scenario):

The IPCC's RCP8.5 scenario has been selected as the baseline climate scenario for DEME's projects due to its pessimistic outlook on climate change. This selection ensures a prudent approach in assessing climate risks associated with DEME's projects. The projected changes in climate risk for the period 2041-2060, relative to the 1995-2014 baseline, were considered under this scenario. This timeframe offers greater certainty in identifying future climate change risks compared to longer-term horizons. Additionally, given that the typical lifespan of offshore structures is approximately 20-25 years, focusing on a period during which they will be operational ensures that the assessed risks are directly relevant. To enhance our understanding of the physical climate-related risks at our operational locations, we conducted an assessment using geospatial data specific to these sites at a regional level.

A 4-step approach was used to conduct the climate resilience analysis at the project level:

- **Step 1**: Identification of the services and structures at risk, along with their expected operational lifetime
- **Step 2**: Preliminary screening based on project location, identifying climate hazards that could potentially affect structures, resources and service continuity
- **Step 3**: Climate risk vulnerability assessment based on the likelihood and magnitude of the impacts of the climate-related risks
- **Step 4**: Elaboration of adaptation solutions plan in the case risks appear as significant

The table below further details physical climate change impacts that were considered to determine the potential exposure of the structures to climate-related hazards.

	Temperature related	Wind related	Water related
Chronic	Temperature increase	Increase wind speed	Ocean acidification
		Changes in wind patterns	Sea level rise
			Increase/decrease in average precipitation
Acute		Increase frequency/strength of storms	Flood
			Drought

To evaluate physical climate risks, we assessed both the likelihood and severity of impacts. We applied a uniform scale based on IPCC guidance for likelihood ratings and relied on expert judgment for severity scores, consulting with engineers and project designers. We used a risk matrix to classify physical risk levels as insignificant, low, moderate, high, or extreme. High or extreme risks are priority risks, indicating significant vulnerability and recommending mitigation actions or adaptations.

The assessment considered the structures' 25-year operational lifespan. Our considerations included structures and resources (e.g. wind power plants), and services (e.g. electricity production), that could be affected by climate hazards.

RCP 2.6 (best-case scenario):
RCP 2.6, represents the most optimistic scenario, aiming to limit global temperature rise to below 2°C above pre-industrial levels by the end of the century, aligning with the goals of the Paris Agreement. This would require aggressive reduction measures and large-scale carbon dioxide removal efforts, like afforestation, carbon capture, and storage technologies. Achieving RCP 2.6 would also necessitate global cooperation in implementing strict policies and technologies that reduce emissions from sectors like energy, transport, industry, and agriculture.

2.2.2. Physical climate risks

In its evaluation of the physical climate risks, DEME used a dual approach. The first focus was on assessing the risks related to its maritime operations and the operability of vessels. The second focus was on evaluating the resilience of structures - such as foundations and cables - designed and delivered through DEME's offshore EPCI projects. Both aspects are essential; however, the analysis shows that managing climate risks related to maritime operations is of greater strategic importance due to their significant contribution to DEME's overall activities.

DEME's vessels are the company's main assets. A key result of the climate resilience analysis indicates that climate-related impacts may affect all of DEME's maritime operations through increased project downtime due to extreme weather conditions, leading to delays, higher costs, and safety risks.

To address these issues, DEME has integrated physical climate risk management into its business practices. By monitoring weather conditions and using advanced forecasts, operations are adjusted proactively to reduce disruptions and improve safety and efficiency. Contracts include weather delay clauses and casualty insurance covers asset damage from extreme conditions. When a loss occurs, the negative impact on the result that is not covered or refunded by the client is considered in the end project margin or recognized in expenses in the related reporting period.

For DEME's offshore wind EPCI activities, the climate resilience analysis revealed that these operations are predominantly affected by physical climate risks stemming from changes in ocean and cryosphere conditions. The assessment indicated moderate impacts on the structures, confirming their ability to endure the identified climate risks, while maintaining performance under changing conditions. As a result, the physical risks associated with the structures engineered and built by DEME, such as foundations and cables, are considered negligible. The structures' robust design ensures resilience against extreme weather conditions throughout their entire lifespan.

Whenever relevant, DEME adheres to sector-specific design codes and standards that consider future climate change effects based on the expected design life of its structures. By following these standards, DEME addresses potential impacts of climate change, aiming to ensure the safety and durability of its infrastructures.

2.2.3. Climate transition risks

Conducting a climate resilience analysis for mid- and long-term horizons to assess a company's transition risk presents significant challenges due to uncertainties regarding potential government regulations ("policy and legal risks"), technological developments ("innovation and new technologies"), and client requirements ("market and reputational risks"). DEME operates globally, and our projects are located in various regions, each subject to different jurisdictional requirements.

Under the RCP 2.6 scenario, which aims to limit global warming to below 2°C, DEME faces significant climate transition risks arising from the tightening of global climate policies.

Concurrently, the RCP 2.6 scenario underscores the importance of climate-resilient infrastructure and the production of renewable energy - areas where DEME is strategically positioned. As a provider of adaptive solutions, DEME is prepared to meet the growing demand for services that enhance resilience, such as coastal protection, sustainable dredging, and railway infrastructures. Additionally, DEME's significant role in renewable energy reinforces its contribution to advancing low carbon, sustainable energy solutions. For a more detailed description on the topic "Energy transition" please refer to section 2.3 Environmental – Energy transition.

2.2.3.1. Policy and legal risks

Carbon taxes and other regulatory initiatives addressing GHG emissions present a significant risk for DEME, as a major portion of its consolidated turnover is generated in regions where an Emissions Trading System ("ETS") or carbon tax is implemented, scheduled for implementation, or under consideration. These regions include Europe (e.g., EU ETS, CBAM, Fuel EU Maritime, UK ETS), Asia (e.g., China national ETS), North America (e.g., Canada Output-Based Pricing System), South America (e.g., Argentina carbon tax), and globally (e.g., revised IMO Strategy on reduction of GHG emissions from ships). Carbon taxes and emissions trading systems can result in direct costs for DEME and may also increase the prices of products and services within the supply chain (e.g., steel, glass, concrete).

In 2025, regulatory uncertainty has emerged as a challenge across key sustainability domains. In the EU, the ESG regulatory landscape is undergoing a strategic recalibration through a series of Omnibus legislative packages, which aim to balance the EU's sustainability objectives with the imperative to maintain industrial competitiveness. In contrast, at the federal level in the United States, ESG regulations have been put on pause, creating a fragmented regulatory landscape.

More specifically the "EU ETS" was initially established in 2005 as a market-based mechanism to tackle GHG emissions within the EU. While it primarily targeted energy-intensive sectors such as power generation and manufacturing, there have been recent developments. Directive (EU) 2023/959 of 16 May 2023 provides for the inclusion of GHG emissions from maritime transport activities into the existing EU ETS. These GHG emissions are now incorporated in the overall ETS cap, which defines the maximum amount of greenhouse gases that can be emitted, economy-wide, within the EU under the system. The cap is reduced over time to ensure that all ETS sectors contribute to the EU's climate objectives. Shipping companies, including owners of offshore ships, are mandated to (i) report their emissions under the Monitoring, Reporting, and Verification (MRV) regulation (Regulation EU 2023/957 and (ii) acquire and surrender (pay) EU allowances for each ton of reported CO_2 emissions, according to Directive (EU) 2023/959). The obligation to surrender ETS emission allowances applies to cargo and passenger ships of or above 5,000 gross tonnage (GT) from 2024 and extends to offshore ships of the same tonnage from 2027. On October 16, 2024, the European Commission adopted a delegated act amending Regulation (EU) 2015/757 (MRV), clarifying GHG monitoring obligations and ETS compliance for specific offshore vessels, including dredgers, wind turbine installation vessels, cable/pipe laying and/or jack-up vessels, among others, hence directly impacting DEME.

The ETS system for maritime transport activities covers (i) 50% of emissions from voyages starting or ending outside of the European Economic Area ("EAA") and (ii) 100% of emissions that occur between two EEA ports and when ships are within EEA ports. During the transition phase, shipping companies will go through a gradual implementation process within the ETS: for cargo and passenger ships, 40% of their emissions reported in 2024 are required to be surrendered in 2025, followed by 70% of emissions reported in 2025 to be surrendered in 2026, and then 100% as of 2027. For offshore ships, 100% of their emissions reported in 2027 will have to be surrendered in 2028. In addition, methane (CH_4) and nitrous oxide (N_2O) emissions from maritime activities will be subject to monitoring under MRV starting from 2024.

Considering the adoption of Commission Delegated Regulation (EU) 2024/3214, DEME, in its capacity as an offshore shipowner, started reporting emissions under the MRV from January 1, 2025. Subsequently, DEME is required to surrender EU allowances for the first time for 100% of the emissions of its offshore ships reported for 2027 in the year 2028.

Further DEME also prepared for the Carbon Border Adjustment Mechanism (CBAM), an environmental policy instrument designed to apply the same carbon costs to imported products as would be incurred by installations operating in the EU under EU ETS, which is applicable as from January 1, 2026. Authorized declarants, representing the importers of certain goods, will purchase and surrender CBAM certificates for the embedded emissions in their imported goods.

In April 2025, the International Maritime Organization (IMO) approved a combination of a mandatory global marine fuel standard and a GHG emissions pricing mechanism for shipping, in order to gradually reduce the GHG intensity of marine fuels, which is a meaningful step towards net-zero GHG emissions from global shipping. However, formally voting on the adoption was delayed in October 2025 with one year, and there is now uncertainty on the future of the IMO Net Zero Framework ("IMO NZF"), which was foreseen to apply to ships as from 5,000 GT and above, including offshore ships, to take effect in 2028.

The UK has also decided to set up its own ETS system, the UK ETS, for vessels as from 5,000 GT performing domestic voyages and in-port emissions in the UK. The UK ETS would be applicable as from July 1, 2026 for cargo and passenger vessels, and as from January 1, 2027 for offshore ships, in alignment with the EU ETS. Further expansion of the system in order to align with the EU ETS, by inclusion of international voyages, is scheduled to apply as from 2028.

Fuel EU Maritime is applicable to vessels as from 5,000 GT transporting cargo and passengers for commercial purposes, but not to offshore vessels which do not carry cargo. In 2027, the EU will review this regulation for possible extension of the scope to other vessel types and sizes, with possible impact for DEME.

2.2.3.2. Innovation and new technology

The transition risk that exists because of changes in public sector policies is interrelated with the risk of potential costs following innovation and new technologies. Reference is made to section 02. Environmental where the group's targets are described related to GHG emission reduction and the fleet. These targets were set to further increase energy efficiency, to reduce GHG emissions directly, and to be able to make the switch to the use of future zero carbon or net-zero fuels in the long run.

However, there remains a significant level of uncertainty regarding the specific fuels that will dominate the future market, their availability, and the capacity for bunkering. Consequently, estimating the precise investment required to fully prepare DEME's fleet for the transition to these future fuels is challenging. The investment costs will heavily rely on further innovations and technological breakthroughs.

Technology transition risk also refers to the risk of obsolescence (stranded assets) that may arise from advancements in technology. This can lead to the replacement of older assets or processes by newer, more resilient, more energy-efficient ones, resulting in loss of competitiveness.

Technology transition risks are being managed by regularly monitoring industry trends and investing in research and development to stay ahead of technological advancements.

2.2.3.3. Market response and reputational risks
Reputational risk for DEME, in this context, refers to any factor that could potentially undermine stakeholder trust and confidence in the company's commitment to climate change mitigation and adaptation.

Given DEME's strong market position and the nature of its business, which centers on renewable energy and environmental solutions, reputational risks in this area appear to be low. However, to maintain its role, DEME must continue to meet stakeholder expectations by delivering on its commitments to energy efficiency, GHG emission reduction and to the energy transition. By consistently meeting these expectations, DEME sustains a low reputational risk profile and reinforces its market standing as a trusted provider of climate adaptation and energy transition solutions.

2.2.3.4. Summary of transition risks
The impact of potential costs is subject to pass-through clauses in the contract that are different for every project. As of December 31, 2025, no EU Allowances are included in the consolidated statement of financial position, nor did the group account for a liability related to GHG emissions. No current material impacts on financial reporting judgement and estimates arising from climate transition risk were identified for the financial year 2025. Reference is also made to section 2.4.12. Anticipated financial effects from material physical and transition risks and potential climate-related opportunities.

Type of transition risk	+/-	Description of the risk	Description of the impact	Magnitude of the impact	Mitigation measures
Policy and Legal	-	Regulatory uncertainty Global Climate regulations to be monitored, particularly in Europe and UK	Obligation to purchase compliance carbon instruments (EU/UK allowances, CBAM certificates,...)	Following EU ETS, DEME is required to surrender for the first time 100% of the emissions of its offshore ships reported for 2027 in the year 2028	Clauses in DEME's contracts
Innovation and Technology	-	Transition towards low-carbon technologies	Energy efficiency	Fuels determine a substantial part of the operational costs of vessels	Monitoring trends and investing in R&D
	+	Growing market demand for low-carbon infrastructure			
Market response and Reputational risk	+	Trust of stakeholders	Trust of stakeholders		Consistently meet expectations

2.2.4. Outcome climate resilience analysis

This initial qualitative assessment lays the groundwork for broader future evaluations that will incorporate quantitative data and encompass the full scope of DEME's operations.

The climate resilience analysis identified that the primary physical risks to DEME's maritime operations are linked to extreme weather events. These weather events could have an impact on the vessels' operability, which could lead to project downtime and delays, as well as increased operational costs. However, DEME already integrates climate data projections into its operational processes, enabling the company to optimize fleet operations, enhance crew safety, and minimize disruptions.

A climate scenario-based analysis was conducted to assess the physical climate risk resilience of offshore structures designed and built by DEME. The evaluation used the IPCC's RCP 8.5 scenario, representing a worst-case climate projection.

The results indicate that DEME's offshore structures, including cables and foundations, are resilient to the assessed climate risks. A 25-year operational lifespan was considered to ensure these structures can adapt to future climate conditions. The analysis also identifies transition risks for DEME's entire business under the RCP 2.6 scenario, such as increased regulatory costs and potential changes in market demand. However, DEME is strategically positioned to capitalize on additional opportunities within the renewable energy sector, thus contributing to the shift towards a low carbon economy.

DEME's proactive measures to address transition risks demonstrate a commitment to long-term resilience in a rapidly evolving regulatory landscape. By adopting lower-carbon fuels, enhancing vessel energy efficiency, and employing specific contractual arrangements, DEME mitigates the financial impacts of stricter legal policies while maintaining its reputation for sustainability. As

global climate policies tighten, DEME's forward-looking approach and adaptability will enable it to meet new requirements and minimize the risk of reputational and financial setbacks in the transition to a low-carbon economy. Reference is made to Chapter 6. Financial Statements - section disclosures related to climate-related matters.

2.3. ESRS E1 Entity-specific Energy transition (material)

ESRS1 ENTITY-SPECIFIC E1.IRO-1 SBM-3

The energy transition is crucial for several reasons. Firstly, it helps mitigate climate change by reducing GHG emissions through the shift from fossil fuels to renewable and clean energy sources. This transition is essential to avoid severe impacts such as extreme weather events, rising sea levels, and loss of biodiversity. Secondly, it boosts economic growth and energy independence by creating new industrial opportunities and jobs, reducing reliance on imported fossil fuels, and enhancing national energy security. Lastly, it improves public health and wellbeing by reducing pollutants from fossil fuel combustion.

2.3.1. DMA - Description of the processes to identify impacts, risks and opportunities

DEME has identified "Energy transition" as a material topic. This entity-specific topic is defined as "Expanding our offshore renewable energy solutions and exploring new marine-based solutions for renewable energy production, connection, and storage." This represents both a material positive environmental and societal impact by reducing GHG emissions and mitigating climate change and a material business opportunity for DEME. The overall process for identifying impacts, risks, and opportunities related to the material topic of "Energy transition" is detailed in section 1.4 Double Materiality Assessment.

2.3.2. Material positive impact

Offshore renewable energy technologies play a significant role in reducing GHG emissions, which are key contributors to global warming. DEME is a pioneer in the offshore wind power industry, acknowledging its critical importance in the global energy transition and its substantial impact on mitigating greenhouse gas emissions. According to the 2020 IEA Sustainable Recovery Report, annual direct CO_2-emissions avoided per gigawatt (GW) of offshore wind energy amount to 3.5 million tons (Mt) of CO_2 compared to unabated coal, and 1.6 Mt of CO_2 compared to natural gas.

2.3.3. Material opportunity

Global energy demand and the push for cleaner fuels are driving transformative changes. The International Energy Agency's (IEA) World Energy Outlook 2025 report shows clean energy investments reaching more than 2.2 trillion USD annually, nearly double the spending on oil, gas, and coal. This shift underscores the importance of clean energy technologies.

The Q2 2025 4C Offshore Market Overview Report shows a positive outlook for global offshore wind, with an estimated 350+ GW of capacity by 2035. The report underscores the need to address supply chain issues, technological challenges, and policy considerations to maintain momentum. Adaptability and innovation will be crucial for achieving offshore wind energy's full potential and meeting global renewable energy goals.

In offshore renewables, DEME handles the full Balance of Plant scope for wind farms, including foundations, turbines, inter-array and export cables, and substations. We accommodate various contract structures, from Transport and Installation (T&I) to Engineering, Procurement, Construction, and Installation (EPCI) agreements. DEME also provides operations and maintenance, logistics, repair, and decommissioning services.

The energy transition provides a material opportunity for DEME to expand its Offshore Energy segment. DEME's initiatives to address climate change offer additional prospects. With expertise and resources in offshore energy, DEME is working on renewable energy infrastructure, supporting offshore wind projects, and improving the production, storage, and transportation of renewable energy, contributing to a sustainable and secure energy future.

The financial effects from the material opportunity realized or to be realized in the offshore energy business can be found in Chapter 6. Financial Statements - Note (1) turnover and Chapter 1. Introduction - Group Performance.

2.3.4. Policies and actions

Although there are no specific policies related to the offshore wind activities, DEME's governance framework and general policies are designed to ensure the successful execution of offshore wind projects while adhering to the highest standards of safety, excellence and sustainability.

To anticipate and capitalize on the growth in the offshore wind sector, DEME has undertaken several strategic actions.

Firstly, DEME continues to invest in state-of-the-art vessels: the strategic acquisition of Havfram – a Norwegian offshore wind contractor in 2025 and currently renamed to DEME Offshore NO, that had 2 jack-up vessels under construction, demonstrates this committed investment. This will reinforce DEME's ambition to expand in the offshore wind energy market and strengthen its competitive edge in turbine and foundation installations. The construction of the two next generation vessels was on schedule with delivery of Norse Wind in the fourth quarter of 2025 and Norse Energi in January 2026. The vessels are contracted for projects starting in the first half of 2026. For more information, please

refer to Chapter 6. Financial Statements - Note (7) property, plant and equipment and section 2.1.2.3. Taxonomy-aligned CapEx including the official table.

Secondly, the company is at the forefront of developing and implementing innovative technologies for offshore wind installation, such as advanced foundation designs. Thirdly, DEME collaborates with key stakeholders, including governments, energy companies, and technology providers, to drive forward offshore wind initiatives and ensure project success. Lastly, DEME integrates sustainability into its project execution, focusing on reducing the carbon footprint of its operations and enhancing the environmental benefits of offshore wind projects.

To capitalize on new opportunities within the offshore energy segment, DEME financed its recent acquisition of DEME Offshore NO, including the take-over of the construction contracts for two wind turbine installation vessels, through a combination of internal and external fundings, including 700 million euros in Green Term Loans arranged via a series of bilateral agreements with multiple banking partners. For more details please refer to Chapter 6. Financial Statements - Note (21) interest-bearing debt and net financial debt.

2.3.5. Tracking the effectiveness of policies and actions

Progress in the Energy transition is monitored through alignment with relevant EU Taxonomy activities that support the energy transition. For 2025, this alignment is restricted to activity "4.3 Electricity generation from wind power" as outlined in Section 2.1 on the Disclosures pursuant to Article 8 of Regulation 2020/852 (Taxonomy Regulation). Each year, DEME reviews and updates its list of EU Taxonomy activities, which means that in the future, alignment with the energy transition will not be limited to activity 4.3 but may also include other relevant EU Taxonomy activities that support the energy transition.

The following table illustrates the continuous progress in EU Taxonomy eligible and aligned turnover related to activity 4.3 over the past three years. The proportion of aligned turnove experienced an increase of nearly 16% (in nominal value) between 2024 and 2025. This growth is mainly attributed to the expansion of DEME's portfolio with new projects in the renewable energy sector.While previously assessed projects continued to contribute to the alignment percentage, the inclusion of additional renewable projects further enhanced the overall alignment percentage. DEME has not established a specific target for eligibility or alignment with EU Taxonomy, as this is subject to variability in the order book and executed projects.

	2025	2024	2023
EU Taxonomy activity "4.3 Electricity generation from wind power"			
% turnover eligible	45%	38%	34%
% turnover aligned	42%	37%	31%

2.4. ESRS E1 Greenhouse gas emissions (material)

Greenhouse gas emissions are gases in the atmosphere that can absorb infrared radiation, trapping heat and creating a greenhouse effect. DEME is active in a sector with high GHG emissions intensity, contributing to global warming.

E1.IRO-1 E1-1 E1-2 E1-3 E1-4 E1-5 E1-6 E1-7 E1-8 E1-9

2.4.1. DMA - Description of the processes to identify impacts, risks and opportunities

The topic of "Greenhouse gas emissions" is material for DEME from an impact perspective due to its significant environmental and societal implications. It is also being assessed as material from a financial perspective since GHG emissions may significantly impact DEME's future results, primarily due to the financial impact of upcoming Emissions Trading Systems and carbon border adjustment mechanisms, as well as GHG fuel intensity systems in our industry. This is further detailed in sections 1.4 Double Materiality Assessment and 2.2. Climate resilience and Climate-related impacts, risks and opportunities.

2.4.2. Decarbonization roadmap

Reducing GHG emissions and addressing climate change are critical objectives for the international community. The 1.5°C target set by the Paris Agreement underscores the need for substantial global emission reductions by 2050, and DEME is committed to reducing and eliminating CO_2Eq emissions from conventional fossil fuels to achieve climate-neutral operations by 2050 (Scope 1 and 2).

A central focus for DEME is the reduction of GHG emissions within our operations and across our value chains. Our direct GHG emissions are primarily associated with our vessel fleet. Indirect GHG emissions from our value chain activities (Scope 3) can mainly be attributed to the procurement of goods and services, capital goods, fuel- and energy-related activities not included in Scope 1 or Scope 2, upstream transportation and distribution, business travel and upstream leased assets.

To achieve our 2050 objective, we have implemented a roadmap based on three decarbonization levers: operational efficiency, technical efficiency, and fuel shift. We have also set an intermediate GHG intensity target to reduce 40% of our fleet's GHG emissions per unit of work by 2030 compared to the base year 2008.

DEME has consistently focused on enhancing the operational efficiency of its fleet and productivity and incorporating fuel-saving technologies, which has resulted in a decrease in GHG intensity. However, the fuel shift remains a challenging lever, as DEME cannot action it indefinitely on its own. Rather, a coherent and generalized adoption of alternative fuels throughout the value chain must be promoted.

In the short to mid-term, DEME is concentrating on integrating transitional low-carbon fuels such as (bio) LNG and (blends of) biofuels. Despite the current absence of regulations mandating or incentivizing the use of low carbon fuels in the energy mix in the maritime offshore contracting sector, DEME has proactively committed to incorporating low carbon fuels into its Sustainability-linked Loan Agreements since 2022, as further detailed in Chapter 6. Financial Statements – Note (21) interest-bearing debt and net financial debt. However, similarly to 2024, the uptake quantity of low-carbon fuels in 2025 indicates that sustaining these efforts on a voluntary basis remains a substantial challenge. The limited market for low carbon fuels in our operational region and the fact that there is no widespread adoption in our industry are significant obstacles to our goals.

On the medium to long-term, DEME's business model and decarbonization strategy must continue to evolve, and we also face several other significant challenges. These include persistent uncertainties regarding the availability and scalability of new technologies, determining which specific (net) zero carbon fuel types will dominate future markets, their availability and the capacity for worldwide bunkering.

The path towards decarbonization is complex. Rather than setting ambitious targets without concrete actions, DEME prioritizes progress through operational excellence, available technologies, and innovation. It is crucial to further integrate and align our decarbonization plan with DEME's overall business strategy and financial planning. This will allow us to better understand how potential locked-in GHG emissions from key assets might affect current and future GHG emissions reduction targets. Consequently, DEME will detail its active efforts in subsequent sections through GHG emissions-related policies, actions, and target settings aimed at reducing emissions in our own operations. Regarding value chain emissions, our focus in the coming years will include enhancing data collection and quality, establishing comparable baselines, and further enriching our knowledge and expertise related to GHG emissions in our value chains through supplier assessment tools.

DEME has not yet compiled its GHG emissions strategies into a Transition Plan as specified in ESRS E1. However, we intend to align DEME's Transition Plan with the forthcoming Corporate Sustainability Due Diligence Directive (CSDDD) and any future clarifications or guidelines issued in the meantime.

2.4.3. Policies

DEME has established a comprehensive Energy & Greenhouse Gas Emissions Policy. The policy outlines our objectives concerning energy efficiency and the reduction of GHG emissions, as well as the methodologies we intend to employ to achieve these goals. The CEO holds the highest level of accountability for policy implementation.

Specifically, DEME aims to:

- Enhance energy efficiency within its operations
- Achieve climate-neutral operations by 2050 (Scope 1 and Scope 2)
- Reduce GHG emissions from the operational fleet by 40% by 2030 compared to 2008 per unit of work - a relative target aligned with IMO guidelines
- Mitigate GHG emissions across project value chains (Scope 3)

The Energy & Greenhouse Gas Emissions Policy currently does not contain a specific policy on climate change adaptation.

The policy is inclusive of all activities and emphasizes collaboration across various departments, focusing on minimizing environmental impact and enhancing energy efficiency. It applies universally across the organization, encompassing both upstream and downstream value chains.

The policy commits to adhering to multiple standards and initiatives, including ISO 14001 (Environmental Management System), ISO 14064-1 (Greenhouse Gas Reporting and Verification), and ISO 50001 (Energy Management System).

Under DEME's ISO 50001 Energy Management System, five significant energy users ("SEUs") have been identified: vessels, buildings, machinery and equipment, transport of people, and purchasing goods and services. This framework integrates energy management with GHG emission management.

The DEME energy management team allocates resources to meet energy and emission targets focused on these SEUs. The strategy involves anticipating legislative changes, staying updated on new methods and measures, identifying energy-saving opportunities in processes and projects and maintaining transparency about emissions.

DEME periodically reviews and adjusts performance indicators for its SEUs to maintain relevance and effectiveness. The annual Energy & Greenhouse Gas Emissions Management Review establishes the action plan, aligning it with significant energy users and considering internal and external contexts. The plan prioritizes key energy users and is implemented across various levels of the organization. Stakeholders and responsible individuals are informed through structured communication and transparency about emissions.

2.4.4. Actions regarding GHG emissions Scope 1 and 2

Based on comprehensive data collection, approximately 94% of DEME's total global GHG emissions for Scope 1 can be attributed to its vessels (2024: 90%). The remaining emissions from Scope 1 are distributed among machinery and equipment, buildings and transport of people. At this moment, the origin of Scope 2 emissions are linked with our buildings and project sites. In the future, when we will register and report OPS (Onshore Power Supply -vessels take shore power) consumptions, Scope 2 can be linked more with vessels. Therefore, the following sections will focus on decarbonization strategies, implementation of key actions, and achieved emission reductions specifically related to DEME's vessel fleet.

2.4.4.1. Decarbonization levers - vessel fleet

To mitigate the GHG emissions from our vessels, we have implemented a strategy based on three decarbonization levers:

Operational Efficiency:
This lever aims to enhance productivity while minimizing energy consumption. Over the years, initiatives to improve the operational efficiency and productivity of the fleet have led to a reduction in GHG intensity. These enhancements have been achieved through modernizing and upscaling the fleet, refining working methods, and implementing process improvements. Specific efforts include increasing payload capacity, sailing at ecological speeds when feasible, and ensuring just-in-time arrivals, clean hulls and propellers, switching off non-necessary consumers.

Technical Efficiency:
The objective here is to deliver more energy on board with reduced fuel usage. Efforts focus on enhancing technical energy efficiency across the fleet and reducing emissions by implementing various measures. Initiatives include waste heat recovery systems that convert heat from exhaust gases into electrical energy, the utilization of flywheels and measures to boost propulsion efficiency (such as combinator curve, better propeller blades,…) , variable speed control of cooling water pumps and engine room fans, methane slip reduction measures for LNG powered vessels, and hybrid power plants (with electrical battery) on DP vessels.

Fuel Shift:
This lever focuses on transitioning to less GHG-intensive fuel types.

- **Short and Medium-Term (Low Carbon Fuels)**: Low carbon fuels, such as (bio)LNG and blended biofuels, emit lower levels of CO_2 compared to conventional fuels like marine gas oil. By incorporating dual-fuel technology, vessels can operate on both LNG in gas mode and conventional fossil fuels in diesel mode, allowing for flexibility in fuel choice based on availability. Additionally, vessels can use biofuels or a mixture of fossil fuel and biofuel, contributing to reduced CO_2 and GHG emissions. Biodiesel, for instance, can be used as a "drop-in" fuel without requiring modifications for storage, handling, and combustion.
- **Medium and Long-Term (Future Net-Zero Fuels, (Net) Zero Carbon Fuels):** There is considerable interest in the potential of future fuels. Initial pilot projects are being conducted to gain experience with these fuels. All new vessels are designed and build in view of later transition to dual fuel operation on green methanol and diesel as pilot fuel.

2.4.4.2. Implementation of key actions

Operational Efficiency:
Over time, DEME has focused on enhancing the operational efficiency and productivity of its fleet, leading to a decrease in GHG intensity. In 2025, we continue to develop dashboards to monitor progress regarding operational efficiency. These dashboards show the relative fuel savings by year and are based on reported optimizations such as eco-maneuvering, hull cleaning, just-in-time arrivals, eco speed, specific project operational improvements and turning off non-essential consumers on board the vessels. Efforts were made to ensure regular and transparent communication with the crew, provide tools to support their initiatives on operational efficiency, and increase crew involvement through vessel visits and sharing of success stories.

Technical Efficiency:
In 2023, the group launched a five-year investment plan amounting to approximately 30 million euros. The main goal of this initiative is to integrate fuel-saving technologies throughout the fleet. These technologies include propulsion optimization through combinator curves and propeller blade design, as well as variable frequency drives for pumps and fans to provide cooling when required, hybrid power plants (with electrical battery) on DP vessels, as waste heat recovery. In October 2025, DEME has taken delivery of its new wind turbine installation vessel Norse Wind. Designed to install the next generation of offshore wind turbines, the vessel combines advanced technology and sustainable design features to offer unrivalled installation capability. The construction of Norse Wind, equipped with a hybrid power plant, was initiated in 2023 by Havfram (DEME Offshore NO), the Norwegian offshore wind contractor acquired by DEME in April this year. Its sister vessel Norse Energi was delivered in January 2026.

Fuel shift:
In 2025, approximately 12,200 tons of LNG and biofuel blends were bunkered (2024: 15,000 tons). Alongside the current use of Low Carbon Fuels, DEME is committed to driving sustainable transformation in the maritime contracting industry and actively participates in several pioneering pilot projects to acquire practical knowledge with future (net) zero carbon fuels. DEME is a.o. collaborating with leading industry partners such as Wärtsilä, Equinor, Eidesvik Offshore, VTT, and Maritime CleanTech in the Apollo project to accelerate the adoption of cleaner fuels for sustainable maritime transport. In September 2025, a new Cable Laying Vessel (CLV) was ordered to strengthen our subsea cable installation capacity to meet the evolving global offshore wind market. This CLV will be equipped with a methanol-ready propulsion design for future fuel flexibility, similar to our vessel Yellowstone, that joined the fleet in H1 2024. Yellowstone has been converted from a bulk carrier to a fall pipe vessel and set to become the sector's pioneering dual-fuel fall pipe vessel. She is fully compliant with the latest emission standards and prepared for the use of (green) methanol.

DEME incorporates sustainability and ESG impact into all business cases and budget proposals, applying these criteria as part of a comprehensive selection process before any future-oriented business decision is made.

Capital investments must align with our sustainability goals and targets. However, under current approach additional OpEx and Capex expenditures or resources specifically related to the decarbonization roadmap and sustainability targets are not recorded separately disaggregated by each decarbonization lever or sustainability in general: the investment proposals are evaluated using an integrated approach. An illustrative example of this are the above-mentioned vessels, Yellowstone and the newly ordered CLV. In addition to fully complying with the latest emission standards and being prepared for the use of green methanol, the vessels are equipped with a hybrid power plant featuring a 1 MWh Li-ion battery, which offers additional fuel-saving benefits. Reference is made to Chapter 6. Financial Statements – note (7) property, plant and equipment.

For information regarding DEME's capital investments in relation to the key performance indicators under Commissions Delegated Regulation (EU) 2021/2178, please refer to section 2.1 "Disclosures pursuant to Article 8 of Regulation 2020/852 (Taxonomy Regulation)". As outlined in this section, all eligible and aligned CapEx pertains to investments made for activities that contribute to EU Taxonomy activities 4.3, 6.14 and 2.7. The majority of this CapEx is associated with DEME vessels involved in the installation and construction of offshore wind farms (activity 4.3). In 2025, investments were primarily directed toward the newly ordered Cable Laying Vessel (CLV) and two next-generation wind turbine installation vessels, Norse Wind and Norse Energi, which stem from the acquisition of DEME Offshore NO.

Finally, there remains a significant level of uncertainty regarding the specific fuels that will dominate the future market, their availability, and the capacity for bunkering. Consequently, estimating the precise investment required to fully prepare DEME's fleet for the transition to these future fuels is challenging. The investment costs will heavily rely on further innovations and technological breakthroughs.

2.4.5. Actions regarding GHG emissions Scope 3

In 2025, DEME identified key categories according to GHG Protocol to calculate Scope 3 GHG emissions. Most emissions in our project value chain stem from the purchase of goods and services, such as (raw) materials for our projects (among others steel, concrete, cables etc.), repair and maintenance of vessels, etc.), capital goods (newbuilding or conversion of vessels), upstream fuel- and energy-related activities, upstream transportation, business travel (air miles for business trips), and upstream leased assets.

As part of supply chain decarbonization efforts, DEME initiated an engagement with core and strategic suppliers using a supplier assessment tool to evaluate the sustainability maturity of the supply chain. These suppliers span across various procurement categories and have been assessed and scored on different sustainability topics, including environmental and GHG reduction aspects, as well as labor and human rights, ethics, and sustainable procurement practices.

Additionally, DEME enhanced its own sustainable procurement practices by appointing "champions" within different procurement teams, strengthening governance of the sustainable procurement program, developing a Sustainable Procurement Policy, and implementing procurement software, among other actions.

2.4.6. Tracking the effectiveness of policies and actions

The following elaboration outlines the methods used for monitoring the application of the Energy and Greenhouse Gas (GHG) Emissions Policy and its key actions. DEME has not yet established absolute outcome-oriented targets for GHG emissions reduction.

However, two alternative targets have been set, specifically addressing emissions from vessels. These targets aim to enhance energy efficiency, reduce the intensity of greenhouse gas emissions, and support the transition to net-zero or zero-carbon fuels in the long term.

Both targets employ a relative approach and are considered gross targets; hence, GHG removals, carbon credits, or avoided emissions, will not be taken into account. The activities covered include those conducted by operating vessels, which constitute approximately 94% of DEME's GHG emissions footprint (Scope 1 and Scope 2), compared to 90% in 2024.

Target 1

40% GHG emissions reduction by 2030 compared to 2008 per dredged m^3 or installed MW

Scope	DEME vessels
Target level	40%
Unit	CO_2e/unit of work (dredged m^3 or installed MW)
Absolute / Relative	Relative (GHG Intensity)
Baseline value / Baseline year	100% / 2008
Period	2008-2030
Interim targets	-

Target 2

17% of low carbon fuels consumed (energy based) in comparison to total consumed fuels (energy based) by 2026

Scope	DEME vessels
Target level	17%
Unit	%
Absolute / Relative	Relative
Baseline value / Baseline year	2% / 2021
Period	2022-2026
Interim targets	5% / 2022 - 8% / 2023 - 11% / 2024 - 14% / 2025 - 17% / 2026

DEME has established a target to reduce the GHG intensity of its fleet by 40% by 2030, compared to the base year 2008. GHG intensity is measured in terms of CO_2-eq. per unit of work, whether per dredged cubic meter or installed megawatt. The baseline value is set at 100%. This target aligns with the 2023 International Maritime Organization's GHG Strategy, which aims for at least a 40% reduction in carbon intensity across international shipping by 2030 versus the base year 2008. This is in line with efforts towards the long-term temperature goal set out in Article 2 of the Paris Agreement. Since alignment with the sector approach was sought, climate scenarios were not considered for setting this target. In the long term DEME aims towards climate neutral operations by 2050.

Though there are no interim targets set, DEME regularly assesses the progress on reduction of this company's entity-specific target – GHG intensity for 2030. The internal process is structured and implies external verification by Lloyd's Register of the methodology, data, processes and fleet's GHG intensity calculations every two years. By the end of 2024, DEME has already reduced its GHG intensity by 29.9 % compared to the baseline year of 2008. The next assessment is planned in January 2027 for the reporting year of 2026 (comparing the end of 2026 to the base year 2008).

In the long term, DEME aims to achieve climate-neutral operations (Scope 1 and 2) and will therefore explore the pathway, with intermediate absolute targets at five-year intervals from 2030 up to 2050, towards this objective.

Additionally, DEME established a second voluntary target to use 17% low carbon fuels (energy-based) by 2026, compared to the total consumed fuels (energy-based). The baseline value was 2% in 2021, with annual intermediate targets increasing by an additional 3% each year.

The voluntary targets set for 2022 (5%) and 2023 (8%) were achieved through proactive efforts. In 2024, higher vessel occupancy and an increased target (11%) required significantly more low carbon fuel compared to previous years. Reasonably favorable conditions were necessary to meet this voluntary target. However, the relatively limited low carbon fuel availability in the operating region, and the slow rate of adoption of such alternative fuels in the industry presented challenges that DEME continued to experience in 2024. These factors hindered the achievement of the 11% target in 2024, but efforts were made to maximize uptakes as much as possible. In 2024 the low carbon fuel KPI amounted to 5.8%.

In 2025, as anticipated, the context remained unfavorable. The same structural challenges such as limited regional availability and slow industry-wide adoption persisted, making it difficult to scale voluntary efforts and achieve the 14% target. A low-carbon fuel KPI of 5.5% was achieved in 2025 (2024: 5.8%), despite continued commitment and efforts, demonstrated by over 12,200 tons of bunkered LNG and biofuels (2024: 15,000 tons).

Looking ahead, maintaining efforts on a purely voluntary basis will remain a significant challenge until regulations imposing or rewarding the use of low carbon fuels come into force. The limited market for low carbon fuels in our operational region and the fact that there is no widespread adoption in our industry are significant obstacles to our goals.

DEME has not yet set a target for Scope 3 GHG emissions as we are currently working on further improving the completeness of Scope 3 reporting for various categories to get the full overview of our value chain emissions. The effectiveness of our policy and actions is monitored by tracking the number of core and strategic suppliers engaged through a supplier assessment tool. In In 2025 and similar to 2024, we engaged with these suppliers, representing more than a quarter of our total annual procurement spend.

2.4.7. Energy consumption

2.4.7.1. Accounting principles

The measurement of total energy consumption, expressed in megawatt-hours (MWh), encompasses all energy consumed worldwide within the organization's operational control during the reporting period, aligning with the boundaries used for reporting GHG Scope 1 and Scope 2 emissions.

DEME does not consume energy directly from coal or nuclear sources, resulting in a reported value of zero for these energy types in 2025. The total energy consumption from non-renewable sources accounts for fuels used by DEME assets and electricity generated from fossil sources. This includes energy sources such as marine diesel oil, natural gas, and grey electricity derived from the grid that support DEME's operations. Total energy consumption from renewable sources includes energy derived from biofuels and purchased or self-generated electricity from renewable sources.

Standardized conversion factors from the UK's Department for Environment, Food and Rural Affairs (Defra) are applied to ensure consistency and accuracy in measurement, forming the basis for calculations of total energy consumption.

The energy intensity metric measures the efficiency of energy usage by expressing total energy consumption relative to net revenue as per financial statement reported in Chapter 6. Financial Statements - Note (1) turnover, calculated as megawatt-hours (MWh) per unit of revenue (million euro).

Energy consumption

Energy consumption and mix	2025	2024
1. Fuel consumption from coal and coal products (MWh)	-	-
2. Fuel consumption from crude oil and petroleum products (MWh)	2,967,632	3,591,500
3. Fuel consumption from natural gas (MWh)	54,043	90,451
4. Fuel consumption from other fossil sources (MWh)	-	-
5. Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	2,298	1,885
6. Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	3,023,973	3,683,836
Share of fossil sources in total energy consumption (%)	99	99
7. Consumption from nuclear sources (MWh)	-	-
Share of consumption from nuclear sources in total energy consumption (%)	-	-
8. Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	29,967	31,418
9. Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	10,226	9,543
10. The consumption of self-generated non-fuel renewable energy (MWh)	2,405	2,602
11. Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	42,598	43,563
Share of renewable sources in total energy consumption (%)	1	1
Total energy consumption (MWh) (calculated as the sum of lines 6, 7 and 11)	3,066,571	3,727,399

Energy intensity	2025	2024
1. Energy intensity from activities in high climate impact sectors (MWh/mio euro)	738	909

2.4.7.2. Metrics

In 2025, DEME's total energy consumption amounted to 3,066,571 MWh – almost 18% decrease in comparison to last year. This decrease results from improvements in efficiency and is also linked to lower vessel occupancy (mainly for our cutter suction dredgers; reference is made to Chapter 1. Introduction – Financial and non-financial key figures). It further reflects the project mix and the types of work performed by the vessels in 2025. Consequently, the energy intensity for 2025 was decreased by almost 19% and accounted to 738 MWh per mio euro additionally due to slightly higher total net turnover in 2025. Similar to last year, the majority of this energy consumption, 99%, was derived from non-renewable sources, including marine diesel oil, natural gas and grey electricity. Renewable energy sources contributed 1% of the total energy consumption, amounting to 42,598 MWh. This included energy from biofuels and purchased or self-generated electricity from renewable sources. Both the absolute figure of energy consumption from renewable sources and its share in the total energy consumption remained stable and haven't changed considerably since last year.

2.4.8. Energy production

2.4.8.1. Accounting principles

The total renewable energy production metric measures the amount of energy generated from renewable sources expressed in megawatt-hours (MWh) and captured within the same operational perimeter used for reporting GHG Scope 1 and Scope 2 emissions.

2.4.8.2. Metrics

In 2025, DEME's total renewable energy production amounted to 2,405 MWh. This energy was generated from renewable sources, specifically wind and solar, at DEME's headquarters. DEME does not produce energy from non-renewable sources.

Energy production	2025	2024
1. Non-renewable energy production (MWh)	-	-
2. Renewable energy production (MWh)	2,405	2,602

2.4.9. Gross GHG emissions and GHG intensity

2.4.9.1. Accounting principles

DEME follows the Greenhouse Gas Protocol and reports its GHG emissions according to three scopes (Scope 1, 2 and 3). DEME includes the Greenhouse gases carbon dioxide (CO_2), nitrous oxide (N_2O) and methane (CH_4) emissions in its carbon footprint.

GHG emissions Scope 1 and 2:
GHG emissions Scope 1 includes all direct GHG emissions. These occur from sources that are owned or controlled by DEME (e.g. combustion of fuel and natural gas) and are related to DEME vessels and land equipment.
GHG emissions from Scope 1 are calculated by multiplying the actual fuel amounts consumed on board of the vessel and registered in DEME's fuel and energy management system by sector-specific emission factors for fuel from the IMO (International Maritime Organization). The small remaining part of other fuel used for the land equipment is extrapolated.

GHG emissions Scope 2 accounts for GHG emissions from the generation of electricity purchased by DEME. Scope 2 emissions physically occur at the facility where electricity is generated. The majority of actual KWh of the energy purchased per electricity supplier is retrieved from the electricity bills and recorded based on the booking date in our accounting system, the remaining part is calculated based on extrapolation.

Location-based Scope 2 emissions are calculated by multiplying the actual power volumes purchased by average grid emission factors for the geographic region where the energy is consumed . **Market-based** Scope 2 emissions take into account renewable power purchased, which is substantiated through certificates of origin. The remaining part is considered as non-renewable, and is calculated using residual mix emission factors. DEME applies consistent approach using the emission factors of the credible emissions data providers for Scope 2 calculations such as Association of Issuing Bodies (AIB) for the European locations, and Carbon Database Initiative (CaDi) or International Energy Agency (IEA) for international locations.

GHG Scope 1 and 2 emissions are reported based on two perimeters:

- The GHG Scope 1 and 2 accounting perimeter includes the GHG emissions from the consolidated accounting perimeter entities (i.e., the parent and subsidiaries for which it has financial control) that are subject to full consolidation in the group's financial statements.
- The GHG Scope 1 and 2 operational control includes GHG emissions from investees such as associates, joint ventures, or unconsolidated subsidiaries that are not fully consolidated in the financial statements of the consolidated accounting group, for which it has operational control.

For GHG Scope 1 emissions, DEME defines operational control over vessels as those equipped with the DEME Vessel Management System (VMS). For Scope 2 emissions, DEME defines operational control over buildings where it directly purchases electricity and holds the associated electricity contracts. Conversely, buildings where energy consumption is covered under a leasing agreement are not considered under DEME's operational control.

The percentage of contractual instruments in the Scope 2 emissions-metric measures the proportion of Scope 2 GHG emissions that are covered by contractual instruments.

These instruments are legally binding agreements or certificates that provide evidence of the source and attributes of the energy consumed, which directly contribute to the company's Scope 2 emissions.

In relation to Scope 2 emissions, 82% of the contractual instruments related to renewable electricity are bundled with attributes about energy generation. These instruments are fully supported by either Guarantees of Origin ("GoOs") or Renewable Energy Certificates ("RECs") provided by suppliers.

The metric concerning biogenic emissions of CO_2 from combustion or biodegradation of biomass includes emissions of CO_2 resulting from the combustion of biofuels but explicitly excludes emissions from Liquefied Natural Gas ("LNG") and any non-biogenic sources. Calculations are based solely on the Tank-to-Wheel ("TTW") approach, capturing direct combustion emissions without considering Well-to-Wheel ("WTW") impacts.

For FY2024, biogenic emissions were calculated by comparing a hypothetical fossil-fuel-only scenario with the actual blend of fossil and bio-based sources. From 2025 onward, DEME has adopted internationally recognized emission factors from UK Defra, ensuring a more standardized and accurate approach.

The same scope and boundaries apply as for Scope 1, 2, and 3 emissions metrics. Emissions are measured in tons of CO_2 ($MTCO_2$).

GHG emissions Scope 3:
GHG emissions Scope 3 are a consequence of DEME's activities but occur through sources that are not owned or controlled by DEME.

Scope 3 emissions are reported in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, which structures the Scope 3 inventory into 15 subcategories (C1-C15). In addition to the GHG Protocol, the ISO 14064-1:2018 Standard has been used to obtain insights and served as a guiding reference throughout the process. However, the classification, presentation, and reporting of indirect emissions categories strictly adhere to the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

Our screening exercise has been performed based on magnitude and as a result highlights following categories as being significant:

- C1 Purchased goods and services. This category has been improved in terms of completeness and higher coverage. To guarantee the completeness of this category a spend-based approach has been taken in 2025 with the use of own spend data instead of peer data back in 2024. We managed to increase the coverage and included 100% of our relevant procurement spend (incl. products and services) in our calculations. To estimate emissions from the expenditures we apply a Spend-based Environmentally Extended Input-Output ("EEIO") model and use its monetary emission factors that are linked to the type of industry and country of the supplier.
- C2 Capital goods includes upstream GHG emissions (cradle to gate) from investments: currently our methodology is limited only to investments which have been made related to newbuild and conversion of vessels. We use activity data when available from the shipyards, otherwise we use spend data multiplied by relevant spend-based emission factors. The reporting boundaries of the current report and of the 2024 Sustainability Statements do not include other capital goods than the ones mentioned above, which represent the largest part of DEME's investment plan and cover the majority of GHG emissions . As a further improvement for upcoming year, DEME plans to increase the coverage of this category and extend the calculation to other relevant parts of DEME financial investment plan including also recurring and life-time extension investments.
- C3 Upstream fuel-and energy related activities includes all upstream vessel fuel coming from our CSRD vessel list (operational control vessels >500 GT). This is exact the same scope as Scope 1 GHG emissions, but for the upstream part. Well-to-Tank ("WTT") emission factors from Defra are used linked to the fuel type. Also the upstream part of the purchased electricity has been included in the calculation of this category. For this we use upstream ("WTT") emission factors plus electricity transmission and distribution ("T&D") losses from CaDi.
- C4 Upstream transportation and distribution has been added as significant category in 2025. This includes the various transport methods (road, sea…) to get the products we purchased from our suppliers to our own projects or sites. To calculate the emissions, we consistently use the same method as Category 1 linking our procurement spend to spend-based EEIO emission factors based on the type of industry and country.
- C6 Business travel includes our worldwide flights, as well as taxis and short-term car rental. In 2025 we added data from helicopter flights used for crew changes on offshore wind projects. Air and train travel (except helicopter flights) are calculated based on primary data from the travel management company on short-, medium- and long-haul flights and multiplied by distance-based emission factors from Defra. Emissions from taxis are calculated based on the amount of kms driven, multiplied by an average diesel car emission factor. For short-term car rentals, the rental company provides data on the total kilometers driven.

DEME then calculates the corresponding emissions by applying the UK Defra conversion factors per fuel type. For helicopter flights we use the same spend-based method as Category 1 using spend data and EEIO emission factors.

— C8 Upstream leased assets include the renting and chartering of assets for the execution of our worldwide projects, such as vessels, machinery and equipment, etc. For the purpose of consistency emissions are calculated via the spend-based method like Category 1. We use spend data multiplied by EEIO Spend based emission factors.

The subcategories C5, C7 and C10 were not considered material at DEME group level in the 2025 screening exercise. The subcategory C13 is excluded as the emissions from our downstream leased assets (DEME vessels chartered to third parties) are included in our Scope 1 emissions boundary.

The downstream subcategories C9, C11, C12, C14 and C15 are currently estimated having a limited impact for DEME GHG reporting due to limitations in view of business model, activity profile and data collection.

Total GHG emissions intensity location-based and market-based is calculated by dividing the total GHG emissions by the total net revenue as per the financial statement reported in Chapter 6. Financial Statements - Note (1) turnover. This metric is expressed in metric tons of CO_2 equivalent per million euro (tCO_2e/mio euro).

2.4.9.2. Metric s

In 2025, total Scope 1 and Scope 2 (location-based) GHG emissions amounts to 812 kt CO_2e – a decrease of 16% in comparison to FY2024 value of 970 kt CO_2e. The decrease in GHG emissions in operations in 2025 is in line with the decrease of energy consumption this year. As already explained earlier, the amount of DEME's annual total global GHG emissions is largely dependent on the type of projects and the vessel occupancy rates.

0% of our Scope 1 emissions are regulated under "EU ETS".

In 2025 the total Scope 3 emissions amounts to 1,422 kt CO_2e, compared to 1,041 kt CO_2e in 2024. The disclosed Scope 3 numbers cover in total more than 95% of our total Scope 3 emissions and represent a reasonable estimate under further refinement effort that have been taken by DEME in 2025 to increase the completeness and accuracy of scope 3 GHG emissions. The increase of the total scope 3 GHG emissions by 37% in 2025 is mainly attributed to DEME efforts to increase the coverage of scope of our value chain GHG emissions and refining of our methodologies to guarantee a higher completeness for this this year reporting (category 1, category 4). Another important reason of increase of total scope 3 GHG emissions is the considerable increase of 153 % in category 2 emissions (Capital goods) related to the Havfram (DEME Offshore NO) acquisition with two new offshore vessels in 2025. These estimates are subject to further refinement in the coming years aiming at the fuller coverage of our significant categories of scope 3 GHG emissions.

As a result, the broader coverage of all key value-chain categories in the reporting has led to an increase in the share of Scope 3 GHG emissions in total GHG emissions, thereby resulting in a higher overall carbon footprint for DEME in 2025.

This year 39.4% of data used to calculate Scope 3 GHG emissions were derived from primary sources, which is considerable improvement in comparison to previous year (9%). We will continue to improve our data collection and processing related to emissions. Primary data refers to specific, direct data collected from actual activities, processes, or transactions and represents actual measurements, rather than estimates or generalized assumptions.

DEME's GHG emissions intensity relating to net revenue has increased to 538 t CO_2 e per million euro due to higher coverage of significant Scope 3 GHG emissions this year.

GHG emissions
Scope 1 - Scope 2 - Scope 3

Retrospective					Milestones and target years			
	Base year	FY2025	FY2024	% 2025 - 2024	2025	2030	2050	Annual % target/ Base year
Scope 1 GHG emissions								
Gross Scope 1 GHG emissions (t CO_2e)		810,400	967,404	-16%				
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)		-	-					
Scope 2 GHG emissions								
Gross location-based Scope 2 GHG emissions (t CO_2e)		2,033	2,529	-20%				
Gross market-based Scope 2 GHG emissions (t CO_2e)		781	749	+4%				
Significant Scope 3 GHG emissions								
Total Gross indirect (Scope 3) GHG emissions (t CO_2e)		1,422,190	1,040,936	+37%				
1. Purchased goods and services (t CO_2e)		480,712	357,852	+34%				
Optional sub-category: Cloud computing and data centre services		NA	NA					
2. Capital goods (t CO_2e)		289,462	114,526	+153%				
3. Fuel and energy-related (t CO_2e)		271,440	327,128	-17%				
4. Upstream transportation and distribution (t CO_2e)		222,293	not material					
5. Waste generated in operations (t CO_2e)		not material	not material					
6. Business travel (t CO_2e)		50,460	49,821	+1%				
7. Employee commuting (t CO_2e)		not material	not material					
8. Upstream leased assets (t CO_2e)		107,823	191,608	-44%				
9. Downstream transportation (t CO_2e)		NA	NA					
10. Processing of sold products (t CO_2e)		not material	not material					
11. Use of sold products (t CO_2e)		NA	NA					
12. End-of-life treatment of sold products (t CO_2e)		NA	NA					
13. Downstream leased assets (t CO_2e)		NA	NA					
14. Franchises (t CO_2e)		NA	NA					
15. Investments (t CO_2e)		NA	NA					
Total GHG emissions								
Total GHG emissions (location-based) (t CO_2e)		2,234,623	2,010,869	+11%				
Total GHG emissions (market-based) (t CO_2e)		2,233,371	2,009,089	+11%				

NA stands for Not Applicable

GHG emissions Scope 1, Scope 2, Scope 3 and Biogenic emissions	2025	2024
1. Gross Scope 1 – Accounting perimeter (t CO_2e)	754,552	915,081
2. Gross Scope 1 – Operational control (t CO_2e)	55,848	52,323
3. Percentage of Scope 1 GHG emissions from regulated trading schemes (%)	-	-
4. Gross location-based Scope 2 GHG emissions – Accounting perimeter (t CO_2e)	1,948	2,186
5. Gross location-based Scope 2 GHG emissions – Operational control (t CO_2e)	85	343
6. Gross Market-based Scope 2 GHG emissions – Accounting perimeter (t CO_2e)	748	647
7. Gross Market-based Scope 2 GHG emissions – Operational control (t CO_2e)	33	102
8. Percentage of contractual instruments, Scope 2 GHG emissions (%)	89	82
9. Percentage of contractual instruments used for sale and purchase of energy bundled with attributes about energy generation in relation to Scope 2 GHG emissions (%)	82	82
10. Percentage of contractual instruments used for sale and purchase of unbundled energy attribute claims in relation to Scope 2 GHG emissions (%)	-	-
11. Biogenic emissions of CO_2 from the combustion of biodegradation of biomass not included in Scope 1 GHG emissions (t CO_2)	7,781	6,896
12. Biogenic emissions of CO_2 from combustion or biodegradation of biomass that occur in value chain not included in Scope 2 GHG emissions (t CO_2)	Not available	Not available
13. Biogenic emissions of CO_2 from combustion or biodegradation of biomass that occur in value chain not included in Scope 3 GHG emissions (t CO_2)	Not available	Not available
14. Gross GHG Scope 3 Emissions Significant Categories	1,422,190	1,040,936
15. Percentage of GHG Scope 3 calculated using primary data (%)	39	9

GHG intensity per net revenue	2025	2024
Total GHG emissions (location-based) per net revenue (t CO_2e / mio euro)	538	490
Total GHG emissions (market-based) per net revenue (t CO_2e/ mio euro)	538	490

2.4.10. GHG removals and GHG mitigation projects financed through carbon credits

DEME has no GHG removals or storage resulting from projects developed in their own operations or contributed to in their upstream and downstream value chain. The reported Scope 1, 2 and 3 GHG emissions are the gross emissions and do not include any GHG emission reductions or removals from carbon projects outside of DEME's value chain.

In 2025, DEME acquired 250 tons of carbon credits through an ICROA-member provider. The project that was selected with the help of the provider is the nature-based carbon removal project under the Verified Carbon Standard (VCS).

The project delivers GHG removals through reforestation of degraded Tidal wetlands. The benefits are not only limited to absorbing carbon but also have a positive impact on terrestrial- and marine ecosystems and local communities. In addition to meeting the recognized quality standard, the project integrity is also validated through third party ratings. Yearly retirements are matched to the remaining direct emissions of DEME's headquarters until its renovations are completed and contributions to the carbon project are no longer needed for the headquarters to be climate neutral.

Carbon credits cancelled in the reporting year	2025
Total (tCO_2eq)	166
Share from reduction projects (%)	-
Share from removal projects (%)	100%
Share from Verified Carbon Standard (%)	100%
Share of projects in the EU (%)	-
Share of carbon credits that qualify as corresponding adjustment (%)	-
Carbon credits planned to be cancelled in the future	Amount until 2027 84 tCO_2eq
Total (tCO_2eq)	250 tCO_2eq

2.4.11. Internal carbon pricing

DEME does not have structural internal carbon pricing schemes to support decision-making or incentivize the implementation of climate-related policies and targets. However, DEME vessels are subject to "EU ETS" as from 2027, which is implicitly considered by factoring the relevant ETS price into operational and capital expenditure decisions. Reference is made to the above section 2.2.3.1.

2.4.12. Anticipated financial effects from material physical and transition risks and potential climate-related opportunities

DEME uses the postponement of the application of phase-in requirements regarding anticipated financial effects from material physical and transition risks and potential climate-related opportunities as extended by the "Quick-fix" Delegated Act (EU) 2025/1416.

3. Social

3.1. ESRS S1 Own workforce

SBM-1 SMB-3 S1.SBM-3 S1-1 S1-2 S1-3 S1-6

The CSRD introduces the term "Own workforce".

An undertaking's "Own workforce" is understood to include both:

- employees, i.e. those persons in an employment relationship with the undertaking, and
- non-employee workers, engaged in a company's core business, e.g. persons who are not in an employment relationship with the undertaking, but whose work is controlled by it and perform roles that are the same as or similar to those of its employees or are otherwise engaged in the undertaking's core business.

As detailed in Section 1.1.5.5 Phase-in requirements and transitional provisions, DEME utilizes the phase-in provisions outlined in ESRS 1 "General Requirements" (section 10.4 - Transitional Provision),Appendix C (List of Phased-in Disclosure Requirements) and "Quick fix" Commission Delegated Regulation (EU) 2025/1416. Therefore, the disclosures of all requirements related to S1 – Own workforce are limited to DEME "Own workforce – employees".

3.1.1. S1 - Material impacts, risks and opportunities and their interaction with the strategy and business model

All individuals in DEME's Own workforce - employees, are covered under the disclosures required by CSRD.

The health and safety risks for workers within DEME's Own workforce are primarily linked to the nature of DEME's operations and the tasks performed by crew and workmen on vessels and project sites. Examples include high-risk activities such as maritime and lifting operations and working at heights.

Continuous monitoring of DEME's incidents statistics confirms that workers at project sites and maritime crew on vessels, who constitute approximately 41% of the workforce are at the highest risk. These risks apply regardless of employment type as long as they are crew members/workers on vessels and/or project sites.

Negative impacts on health and safety are solely due to individual incidents. There are no associated material risks or opportunities arising from impacts and dependencies on the workforce. There are no known additional material impacts on workers from DEME's decarbonization plan aimed at reducing negative environmental impacts and achieving greener, climate-neutral operations.

3.1.2. Policies related to Own workforce

DEME's Human Rights Policy is a comprehensive framework that outlines the company's commitment to respecting and protecting human rights across its operations and gives access to remedy. This policy aims to be in accordance with the UN Guiding Principles on Business and Human Rights, the International Labour Organization's ("ILO") Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises.

DEME's Human Rights Policy outlines several key commitments that are particularly relevant to its Own workforce. The policy applies to all directors and employees, whether full-time, part-time, permanent, or temporary. DEME's business is conducted with respect, integrity, and compliance with all applicable laws and regulations. This includes ensuring that business partners adhere to the same principles.

We adhere to the essential rights and freedoms detailed in the United Nations Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, and ILO's fundamental conventions.

The Human Rights Policy explicitly states that the company will never tolerate any form of slavery, child labor, forced labor, modern slavery or human trafficking and includes commitments regarding living wages, working conditions and working time, freedom of association, non-discrimination and occupational health and safety.

DEME abides by laws and regulations on the minimum working age and prohibits hiring individuals under 18 for hazardous work. Measures are in place to verify the age of all personnel and address any occurrences of child labor immediately. We ensure that all employees are informed of their employment terms, work voluntarily, and can terminate their employment.

DEME compensates employees with wages and benefits that meet or exceed legal requirements and ensures compliance with laws related to overtime. The company recognizes the freedom of association, including forming and joining trade unions, and the right of workers to bargain freely.

DEME has also established comprehensive policies aimed at eliminating discrimination, including harassment, and promoting equal opportunities. The policy explicitly covers various grounds for discrimination, including racial and ethnic origin, colour, sex, sexual orientation, gender identity, disability, age, religion, political opinion, national extraction, social origin and other forms of discrimination covered by regulation and national law.

DEME is committed to ensuring that workers are not discriminated against based on these characteristics or any other attributes that do not pertain directly to their work performance. DEME implements these policies through specific procedures to ensure that discrimination is prevented, mitigated, and acted upon once detected.

To monitor compliance with its policies, DEME employs procedures and controls to prevent human rights violations. For instance, it conducts age verification at recruitment and payroll checks to prevent child labor and forced labor.

Within DEME, confidential counselors have been appointed so that a solution can be sought informally through discussions, an intervention with another person in the company or an attempt at reconciliation.

Although DEME has no specific policy related to inclusion and positive action for people from groups at particular risk of vulnerability within its workforce, DEME is committed to creating an inclusive culture where every individual can thrive, ensuring that all personnel have equal opportunities in recruitment, career development, training, and rewards.

DEME has a policy and management system for preventing workplace accidents. We are committed to ensuring the occupational health and safety of our employees through our QHSE policy, QHSE Management system, and risk management process, aimed at reducing accidents and work-related illnesses while promoting prevention and continuous improvement. For more detailed information we refer to Section 3.2. ESRS S1-14 Occupational Health and Safety (Own workforce).

Finally, DEME provides a grievance mechanism to identify and address adverse human rights impacts, allowing concerns to be raised and remediated early to prevent escalation. For more detailed information we refer to the Section 3.1.4 Processes to remediate negative impacts and channels for Own workforce to raise concerns.

3.1.3. Processes for engaging with own workers and workers' representatives

While we don't have a global framework agreement or formal agreements with workers' representatives regarding human rights, we value effective social dialogue and open communication between employees and management. We encourage discussions about working conditions without fear of reprisal and comply with local laws and regulations in all our operations.

At DEME, there are formal and informal consultations with employees and their representatives for information, consultation, or decision-making. Meetings can be structural or ad hoc and occur at different frequencies depending on the group. The Chief HR Officer is responsible for overseeing these operations, engaging with the workforce and workers' representatives. Reaching agreements with employees or their representatives, implementing these as collective labor agreements, and avoiding collective conflicts and strikes demonstrate the effectiveness of the engagement.

3.1.4. Processes to remediate negative impacts and channels for Own workforce to raise concerns

DEME is committed to addressing and remedying any material negative impacts on its workforce, particularly injuries and ill health, that it has caused or contributed to. The company has a designated intervention team that provides general first aid and ensures that further medical treatment is administered in accordance with national legislation and DEME's hospitalization insurance procedures. DEME also aims to provide work that meets restricted work requirements under mutual agreement when necessary. To assess the effectiveness of the remedies provided, DEME regularly monitors and evaluates the outcomes through feedback mechanisms and continuous improvement processes. This ensures that the measures taken are effective in addressing the issues and preventing recurrence, thereby maintaining a safe and supportive work environment.

DEME has implemented comprehensive safeguards for reporting irregularities, including robust whistleblowing protection mechanisms.

Our Whistleblowing Policy is designed to provide a secure and confidential channel for employees and other stakeholders to report any concerns about unlawful behavior or behavior that contradicts our Code of Ethics and Business Integrity. This policy explicitly refers to our Code and covers any form of unlawful behavior, ensuring that all reports are taken seriously and investigated promptly and independently. The policy outlines who can report (internal and external stakeholders) and describes the mechanisms for reporting, ensuring that whistleblowers are protected from retaliation. This includes maintaining the confidentiality of the whistleblower's identity and providing support throughout the investigation process.

A summary of our Whistleblowing Policy is publicly available on the DEME website, with the full text available to our personnel and to external parties upon receiving either a reported issue or on their first substantiated request; thus, ensuring transparency and accessibility for all stakeholders. This aligns with our commitment to fostering a culture of openness and accountability within our organization.

Any integrity concern may be communicated by email or by regular mail. Many jurisdictions also offer external whistleblowing channels. However, the reporting individual is being strongly encouraged to report through DEME's internal reporting channels first as this allows DEME to address the concern effectively and take immediate, remedial action where applicable. Reports may be filed on a disclosed or anonymous basis. However, reporting individuals are strongly recommended to self-identify as anonymous reporting (i) will prevent DEME informing the reporting individual on the progress and closure of the file, (ii) makes proper investigation difficult (if not impossible) and (iii) prevents DEME from protecting the reporting individual against potential retaliation. For these reasons, DEME reserves the right to decline the investigation of any anonymous report that does not contain enough factual elements to allow the company to investigate the report with proper care and diligence.

After ascertaining the nature of the reported or suspected concern, an acknowledgement of receipt will be sent to any reporting individual that has disclosed their identity, within a timeframe of 7 calendar days.

Upon reasonable concern, a preliminary investigative process may be conducted by DEME's Compliance Department. These investigations will be carried out objectively, confidentially and without regard to any person's relationship to the organization, position or length of service. Following this preliminary investigation, the Compliance Department will notify the Reporting Committee members as soon as possible and they shall discuss the further measures to be adopted, if any, on the reports received.

Following acknowledgement of receipt, a reporting individual will be informed within a timeframe of 3 months of the conclusions reached by the Reporting Committee and on any actions envisaged or taken as follow-up and on the grounds for such follow-up.

DEME will seek to protect its reputation and recover its assets through all legal means available, which may include handing over the investigation to the police, or other authorities if so required. All decisions to refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation are made by the Reporting Committee.

DEME strictly prohibits any retaliation, directly or indirectly, for reporting in good faith under the Whistleblowing Policy. Reporting in good faith implies that the reporting individual should have reasonable grounds to believe, considering the circumstances and the information available to them at the time of reporting, that the matters reported are true. However, all possible measures are taken to avoid people becoming victims of false accusations. Reports made in bad faith, false, maliciously, frivolously, recklessly or with a view to personal gain, may result in disciplinary action. In addition, this policy shall not prevent DEME from taking employment-related decisions which are not related to the reporting.

DEME has established independent bodies to oversee the implementation of these safeguards, investigate allegations of irregularities, and enforce compliance. These bodies operate with the necessary independence and authority to carry out their functions effectively, free from any undue influence.

During onboarding, employees receive details about DEME's Code of Ethics and Business Integrity as well as the social consultation and their representatives. Noticeboards, both physical and digital, display contact information for employee representatives and meeting minutes.

3.1.5. Characteristics of the undertaking's employees

3.1.5.1. Accounting principles

DEME defines "Own workforce – employees" as any individual who has an employment relationship with a DEME company, engaged through an employment contract or similar agreement, and is on the payroll of that company.

As stated above and detailed in Section 1.1.5.5 Phase-in requirements, DEME follows the phase-in provisions outlined in ESRS 1 "General Requirements" (Section 10.4 - Transitional Provision) and Appendix C (List of Phased-in Disclosure Requirements). Therefore, all metrics related to S1 – Own workforce for 2025 are limited to DEME "Own workforce – employees".

The headcount data of DEME employees is based on the headcount at the end of the reporting period, specifically the total number of employees on DEME's payroll as of December 31, 2025. This aligns with the same scope and boundaries as the number of employees reported in FTEs, as provided in Chapter 6. Financial Statements – Note (3) personnel expenses and employment. Gender is reported in two categories: "male" and "female", while the country refers to the employee's payroll country. Reporting on contract type includes permanent employees and temporary employees.

To calculate the number of employees who left the organization, we use the total headcount of employees who departed the group during the reporting period. This includes individuals who left voluntarily, were dismissed, retired, or passed away, as recorded in the local payroll data. To determine the employee turnover rate, we calculate the percentage of the total headcount of employees who left during the reporting period relative to the total headcount at the end of the reporting year.

3.1.5.2. Metrics

In 2025, DEME's total headcount exceeds 5,984 employees, with approximately 83% male and 17% female. These gender ratios align with industry averages in the construction and offshore sectors, where the workforce tends to be predominantly male.

An overview of the distribution of DEME employees based on payroll by geographical areas indicates that DEME is a truly international organization, operating in various countries worldwide and conducting operations across different geographies. The head count for countries, representing at least 10% of the total number of employees, is reported for Belgium and the Netherlands.

The majority of DEME's employees hold permanent contracts. The regime of non-guaranteed hours does not apply to DEME.

The employee turnover rate is 8% for the reporting period, compared to 10% in prior period. This rate is calculated based on the ESRS definition of employees who have left the organization. It includes all types of leavers: those, who left voluntarily, due to dismissal, retirement, or death in service.

The decrease in employee turnover reflects our ongoing efforts to attract and retain personnel including our talent management efforts.

Employee headcount by gender

Number of employees by gender (headcount)	2025	2024
Male	4,960	4,831
Female	1,024	969
Other	-	-
Not reported	-	22
Total Employees	5,984	5,822

Employee headcount by geographical areas

Number of employees by geographical area (headcount)	2025	2024
Europe	5,216	5,072
Africa	177	197
The Americas	47	54
Asia	507	218
Middle East	37	30
Total Employees	5,984	5,822

Employee headcount by countries

(with at least 50 employees representing at least 10% of total number of employees)

Number of employees by country (headcount)	2025	2024
Belgium	3,636	3,504
The Netherlands	906	890

Employee by contract type broken down by gender in 2025	Female	Male	Other	Not disclosed	Total
Number of employees (headcount)	1,024	4,960	-	-	5,984
Number of permanent employees (headcount)	1,002	4,848	-	-	5,850
Number of temporary employees (headcount)	22	112	-	-	134
Number of non-guaranteed hours employees (headcount)	-	-	-	-	-

Employee by contract type broken down by gender in 2024	Female	Male	Other	Not disclosed	Total
Number of employees (headcount)	969	4,831	-	22	5,822
Number of permanent employees (headcount)	945	4,727	-	10	5,682
Number of temporary employees (headcount)	24	104	-	12	140
Number of non-guaranteed hours employees (headcount)	-	-	-	-	-

Other characteristics of the undertaking's employees	2025	2024
Number of employees who have left undertaking (headcount)	457	589
Rate of employee turnover (%)	8	10

3.2. ESRS S1-14 Own workforce Occupational Health and Safety (material)

S1-1 S1-2 S1-3 S1-4 S1-5 S1-14

For DEME, occupational health and safety - which focuses on lowering accidents and work-related illnesses while fostering a culture of prevention and improvement - is a material topic due to the human, social, and economic impact of such incidents.

DEME consistently strives to improve its safety performance and practices through continuous evaluation and enhancement efforts. Our focus is not only on identifying potential risks but also on acknowledging and reinforcing successful safety measures. The principle of embedding safety within our organizational culture is not merely a slogan but a fundamental value. This is evidenced by our extensive commitment to operational risk management, which includes the systematic sharing of data and knowledge across all levels of the organization. DEME actively promotes a culture where employees are encouraged to look out for one another and to uphold best safety practices. This approach is encapsulated in the seven pillars of DEME's Safety DNA.

3.2.1. Policies related to Occupational Health and Safety

DEME's policy on Occupational Health and Safety strives to minimize negative impacts on its workforce, aiming for a Zero Harm Goal. This policy is applicable to all employees within the organization. The highest level of responsibility for overseeing the implementation of this policy lies with the Strategic Operations Director.

The organization adheres to all legal obligations as defined by these standards: ISO 9001 (Quality Management System), the Safety, Health, and Environmental Checklist for Contractors (SCC), the International Safety Management Code for safe ship management and pollution prevention (ISM Code), the International Ship & Port Facility Security Code (ISPS Code), ISO 45001 (Occupational Health and Safety Management System, including workplace wellbeing), and the Safety Culture Ladder. Complying with legal standards, DEME uses a risk-based approach to identify, reduce, and control risks in all aspects of their work. This includes employing various risk assessment tools to manage potential hazards effectively.

Throughout DEME, various tools for communication, consultation, and participation in occupational health and safety are employed at different times. Examples include annual QHSE campaigns such as the Safety Moment Day and Safety Week, which are implemented across all DEME companies, offices, sites, and vessels. Additional methods of communication include the Safety Committee, risk review meetings, Toolbox Talks, Employee Performance Review, and QHSE Seminars and Meetings. Consultation and participation occur directly with both the undertaking's Own workforce and workers' representatives. The workforce is actively involved in QHSE campaigns and safety meetings and the workers' representatives always discuss QHSE issues during the safety committees.

During project-specific risk management meetings potential hazards are identified at a high level. During these discussions, all involved parties review procedures and risk assessments, considering similar operations. Daily Toolbox Talks facilitate open communication about QHSE issues. These meetings allowing everyone to voice their concerns and providing an opportunity for onsite workers to give their feedback. The frequency of these interactions heavily depends on the tool being used; they can occur monthly, weekly, or daily. They might be requested or aligned with specific milestones. Various communication tools ensure engagement at different stages, including tendering, design, project milestones, completion, and support phases.

Employees are encouraged to provide feedback on QHSE-related issues and are consulted through appropriate channels regarding major changes affecting QHSE. To ensure transparency with potentially impacted stakeholders, this policy is printed and displayed in our offices and abroad vessels. DEME also employs various tools to gauge workforce awareness and confidence in our structures and processes. Primarily, observations can be reported via Apprise (an internal program), including suggestions for improvements, comments and ideas. Every DEME employee has the opportunity to submit an observation.

3.2.2. Actions

At the corporate level, several initiatives were implemented during 2025. A "Safety Week" was held focusing on the theme "Think before you lift". To understand potential issues, an in-depth analysis of near-misses, hazardous situations, and incidents with "High Potential" ("HIPO") related to lifting operations. DEME reviewed and summarized this significant data and encouraged colleagues involved in HIPO situations to share their experiences. Moreover, safety videos were utilized in numerous toolbox meetings, reaching thousands of participants. These videos addressed various subjects, including safety functions, taglines, and rigging, among others. Prior to the launch of DEME's annual Safety Moment Day, more than 325 "Safety Success Stories' were submitted by nearly 120 participating projects, vessels, and other locations. These stories highlighted identifying hazards, establishing safe access, and technology-driven safety achievements. The most outstanding Success Stories were presented during the Safety Moment Day itself.

In addition to corporate-level actions and initiatives, each operating segment of DEME has an annual QHSE Action Plan detailing the year's goals, initiatives, and actions.

3.2.3. Tracking the effectiveness of policies and actions

The effectiveness of policies and actions, including workforce engagement, is reviewed annually per ISO 45001 requirements. This involves top management evaluating the Occupational Health and Safety Management System at planned intervals to ensure its suitability, adequacy, and effectiveness. The review covers previous actions, changes in external and internal issues, stakeholder needs, legal requirements, risks, opportunities, policy achievement, occupational health and safety performance, trends in incidents, non-conformities, compliance, audit results, worker participation, resource adequacy, communication, and continual improvement opportunities.

Both internal and external audits check whether implemented actions are effective and accurate.

Finally, the effectiveness of DEME's occupational health and safety policies and actions is monitored through a set of safety indicators that reflect DEME's Safety Performance.

- Target: The achievement of the annual **Worldwide Lost Time Injury Frequency Rate** ("Worldwide LTIFR") The Worldwide LTIFR target is included in the overall QHSE policies and seeks to reduce the number of incidents within the group. Based on a thorough analysis of historical performance, the target value for 2020 has been set at 0.2. This target value of 0.2 will be upheld until 2026.
- Other methods to track the effectiveness of policies and actions include the achievement of various safety indicators as reflected in DEME's Safety Performance dashboard. These indicators include HIPO incidents, Safety Success Stories, observations, inspections, toolbox participations, timely closed actions, incident investigations, and promptly reported incidents. The scope of these indicators aligns with organizational boundaries, not with the scope of CSRD or official financial reporting. For more information we refer to the Chapter 4. Sustainability Journey of the Annual Report 2025.

3.2.4. Occupational Health and Safety metrics

3.2.4.1. Accounting principles

All mandatory occupational health and safety-related metrics are reported in accordance with the ESRS scope, boundaries, definitions, and calculation methodology.

For 2025, all safety metrics focus solely on DEME's employees. Reporting on non-employees is omitted based on the phase-in provisions outlined in ESRS 1 "General Requirements" (Section 10.4 – Transitional Provisions), Appendix C of ESRS 1 (List of Phased-in Disclosure Requirements) and "Quick fix" Commission Delegated Regulation (EU) 2025/1416.

The percentage of employees covered by a health and safety management system, based on legal requirements and/or recognized standards or guidelines is calculated on a headcount basis. A Health and Safety Management System is implemented across all DEME entities included in DEME's multisite ISO 45001 Certificate. ISO 45001 is an international standard that specifies requirements for an occupational health and safety (OH&S) management system. It provides a framework for organizations to manage risks and improve OH&S performance. Thus, the percentage is determined by comparing the headcount covered by the ISO 45001 certification to the total number of employees (headcount).

The number of fatalities in Own workforce as a result of work-related injuries and work-related ill health are restricted to those occurring within DEME's employees. Fatalities from work-related injuries and ill health of other workers on the undertaking's sites will be reported as from FY2027 based on the phase-in provisions outlined in ESRS 1 "General Requirements" (Section 10.4 – Transitional Provisions), Appendix C of ESRS 1 (List of Phased-in Disclosure Requirements) and "Quick fix" Commission Delegated Regulation (EU) 2025/1416.

The **Total Recordable Incident Rate** ("TRIR") quantifies the occurrence of workplace incidents and injuries that need medical attention beyond first aid. These recordable incidents include fatalities, lost time injuries, restricted work cases, and medical treatment cases, aligning with ESRS and CSRD guidelines and further defined by the DEME Incident Management Procedure. The "TRIR" is computed by multiplying the number of recordable accidents by 1,000,000 and dividing by the total hours worked in the considered reporting year (based on an estimate of 2,769 hours per FTE).

DEME's entity-specific indicator, Worldwide Lost Time Injury Frequency Rate ("WW LTIFR"), adheres to the same scope and boundaries and is aligned with the Financial Statements' scope and boundaries, covering all fully consolidated entities. The "WW LTIFR" has an entity-specific definition and calculation methodology. This metric reflects the accidents of DEME's permanent employees and temporary employees involving work incapacity (≥ 24 hours or ≥ 1 shift) multiplied by 200,000 and divided by the estimated number of hours worked in the considered reporting year.

The "Worldwide" method is a risk-based method that combines "risk level rate" (= event that resulted in the injury) and "injury rate" (= type of injury). To determine if an incident scores as "Worldwide", the "risk level rate" and "injury rate" are multiplied.

At DEME, "TRIR" and "WW LTIFR" are calculated using approaches tailored to different working schedules, distinguishing between staff and maritime personnel (including those in supporting maritime functions). "TRIR", which reflects overall occupational risk, is aligned with maritime personnel's continuous presence on board, while "WW LTIFR", focused on lost time injuries, is referenced against operational execution time. By applying distinct baselines for hours worked, each metric provides an estimate that offers a representative view of safety performance across diverse working regimes.

3.2.4.2. Metrics

95% of DEME employees are covered by an ISO 45001-based health and safety management system. In this reporting period, there were no fatalities among DEME employees due to work-related injuries or illnesses. The number of recordable work-related accidents was 74, with a Total Recordable Incident Rate ("TRIR") of 4.5 in 2025. DEME's Worldwide Lost Time Injury Frequency Rate ("WW LTIFR") is 0.18, well below the target of 0.2. All safety-related indicators in 2025 remained stable compared to 2024.

Occupational Health and Safety	2025	2024
Percentage of people in its own workforce who are covered by health and safety management system based on legal requirements and (or) recognized standards or guidelines (%)	95	96
Number of fatalities in own workforce as a result of work-related injuries and work-related ill health	0	0
Number of recordable work-related accidents for own workforce	74	73
Rate of recordable work-related accidents for own workforce ("TRIR")	4.5	4.6
Worldwide Lost Time Injury Frequency Rate ("WW LTIFR") – entity specific	0.18	0.10

4. Governance

4.1. ESRS G1 Business conduct

G1.IRO-1

The process for identifying and assessing impacts, risks, and opportunities related to ESRS G1 Business Conduct followed the same procedural steps and methodologies outlined previously (see detailed in sections 1.4.2. Process and 1.4.3. Methodology of the Sustainability Statements related to the DMA). The assessment was informed by various sources, including risk registers, compliance assessments, and stakeholder feedback. These sources provided a detailed understanding of the potential impacts and risks and opportunities, which led to the conclusion that none of them were assessed as material for this topic.

4.2. Governance-related ESRS 2 disclosure requirements

GOV-1 GOV-2 GOV-3 GOV-5

For more detailed information addressing the governance related ESRS 2 disclosure requirements we refer to the respective relevant sections of Chapter 5. Corporate governance and risk management:

- The role of the administrative, management and supervisory bodies
- Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies
- Integration of sustainability-related performance in incentive schemes
- Risk management and internal controls over sustainability reporting

4.3. Statement on due diligence

GOV-4

DEME adheres to its Code of Ethics & Business Integrity, which provides essential guidelines for conducting business responsibly, making sound ethical decisions, and building trust among its stakeholders. DEME's Code underscores the company's commitment to ethical conduct and integrity in all its operations. It emphasizes the importance of transparency, compliance with laws and regulations, and fostering a respectful and inclusive work environment. The Code ensures fair treatment and equal opportunities for all employees, prioritizes health, safety, and environmental protection, and safeguards confidential information and data privacy. DEME upholds a zero-tolerance policy towards corruption and bribery, promoting ethical business practices across its operations.

The Code of Ethics & Business Integrity applies to all employees, officers, and directors of the company. Additionally, DEME's Code of Ethics & Business Integrity for Business Partners extends to all contractors, suppliers, and other third parties working with or on behalf of DEME, ensuring they adhere to the same high standards of ethical behavior and integrity.

DEME maintains a specific due diligence procedure for third parties, applicable worldwide to all personnel and focusing on sanctions, bribery and corruption related risks. The procedure uses a standardized risk methodology to segment DEME's business partners such as suppliers, subcontractors, clients, partners, etc. into varying risk levels based on the relative weights of attributes and sub-attributes. These weights are evaluated regularly and can be adjusted to address a changing risk landscape.

To tackle human rights and environmental impacts and comply with regulations, DEME has adopted an ESG risk management approach using a third-party supplier assessment tool. The aim is to meet current and future ESG regulations, such as the Corporate Sustainability Due Diligence Directive. In 2025, DEME continued using this tool with core and strategic suppliers, covering more than a quarter of our annual procurement spend.

To reinforce the above approach and embed sustainability into DEME's procurement practices, a dedicated Sustainable Procurement Policy was developed. This policy applies to all procurement activities within DEME companies and must be followed by all DEME employees, and third parties acting on DEME's behalf. The policy reinforces DEME's commitment to responsible sourcing, reducing environmental impact, and upholding social and ethical standards throughout the supply chain. It also includes a commitment to engage with suppliers and monitor their sustainability performance by means of this third-party assessment tool, in line with future due diligence requirements.

Core elements of due diligence	Sections in the Sustainability Statements or in the DEME Annual Report (with cross reference in the Sustainability Statements)
1. Embedding due diligence in governance, strategy and business model	Chapter 5. Corporate governance and risk management
2. Engaging with affected stakeholders in all key steps of the due diligence	General information: section 1.3 Social: sections 3.1.2, 3.1.3 and 3.2.1
3. Identifying and assessing adverse impacts	General information: section 1.4
4. Taking actions to address those adverse impacts	Environmental: sections 2.3.4, 2.4.3, 2.4.4, 2.4.5, 3.1.4, 3.2.2
5. Tracking the effectiveness of these efforts and communicating	General information: section 1.3 Environmental: sections 2.3.5, 2.4.6 Social: sections 3.2.3

ESG APPENDIX

Annex 1: ESRS Content Index

Disclosure Requirement		Comment	Paragraph section
ESRS 2 General disclosures			
Basis for preparation			
BP-1	General basis for preparation of Sustainability Statements		Chapter 7. Sustainability Statements -Section 1.1.1.
BP-2	Disclosures in relation to specific circumstances		Chapter 7. Sustainability Statements - Section 1.1.5.
Governance			
GOV-1	The role of the administrative, management and supervisory bodies		Chapter 5. Corporate governance and risk management
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies		Chapter 5. Corporate governance and risk management
GOV-3	Integration of sustainability-related performance in incentive schemes		Chapter 5. Corporate governance and risk management
GOV-4	Statement on due diligence		Chapter 7. Sustainability Statements – Section 4.3.
GOV-5	Risk management and internal controls over sustainability reporting		Chapter 5. Corporate governance and risk management
Strategy			
SBM-1	Strategy, business model and value chain		Chapter 3. Segments Chapter 7. Sustainability Statements – Section 1.2.
SBM-2	Interests and views of stakeholders		Chapter 7. Sustainability Statements – Section 1.3.
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model		Chapter 7. Sustainability Statements – Section 1.4.4. Chapter 7. Sustainability Statements – Section 2.2.3.4. Chapter 7. Sustainability Statements – Section 2.2.4. Chapter 7. Sustainability Statements – Section 2.3.3.
Impact, risk and opportunity management			
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities		Chapter 7. Sustainability Statements -Section 1.4.
IRO-2	Disclosure requirements in ESRS covered by the undertaking's Sustainability Statements		Chapter 8. Appendix - ESG Appendix

Disclosure Requirement		Comment	Paragraph section
Topical standards			
ESRS E1 Climate change			
GOV-3	Integration of sustainability-related performance in incentive schemes		Chapter 5. Corporate governance and risk management
E1-1	Transition plan for climate change mitigation		Chapter 7. Sustainability Statements -Section 2.4.2.
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model		Chapter 7. Sustainability Statements -Section 2.2. Chapter 7. Sustainability Statements - Section 1.4.4.
IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities		Chapter 7. Sustainability Statements -Section 2.2. Chapter 7. Sustainability Statements -Section 2.4.1.
E1-2	Policies related to climate change mitigation and adaptation		Chapter 7. Sustainability Statements -Section 2.4.3.
E1-3	Actions and resources in relation to climate change policies		Chapter 7. Sustainability Statements -Section 2.4.4. Chapter 7. Sustainability Statements -Section 2.4.6.
E1-4	Targets related to climate change mitigation and adaptation		Chapter 7. Sustainability Statements -Section 2.4.4.3. Chapter 7. Sustainability Statements -Section 2.4.6.
E1-5	Energy Consumption and mix		Chapter 7. Sustainability Statements -Section 2.4.7.2. Chapter 7. Sustainability Statements -Section 2.4.8.2.
E1-6	Gross Scopes 1, 2 and 3 and total GHG emissions		Chapter 7. Sustainability Statements -Section 2.4.9.2.
E1-7	GHG removals and GHG mitigation projects financed through carbon credits		Chapter 7. Sustainability Statements -Section 2.4.10.
E1-8	Internal carbon pricing		Chapter 7. Sustainability Statements -Section 2.4.11.
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Omitted in line with postponement of phase-in provisions due to "Quick fix" Delegated Act	Chapter 7. Sustainability Statements -Section 2.4.12.

Disclosure Requirement		Comment	Paragraph section
ESRS S1 Own workforce			
SBM-2	Interests and views of stakeholders		Chapter 7. Sustainability Statements -Section 1.3.
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model		Chapter 7. Sustainability Statements -Section 1.4.4. Chapter 7. Sustainability Statements -Section 3.1.1.
S1-1	Policies related to own workforce		Chapter 7. Sustainability Statements -Section 3.1.2. Chapter 7. Sustainability Statements -Section 3.1.3. Chapter 7. Sustainability Statements -Section 3.2.1.
S1-2	Processes for engaging with own workers and workers' representatives about impacts		Chapter 7. Sustainability Statements -Section 3.1.3. Chapter 7. Sustainability Statements -Section 3.2.1.
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns		Chapter 7. Sustainability Statements -Section 3.1.4. Chapter 7. Sustainability Statements -Section 3.2.1.
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions		Chapter 7. Sustainability Statements -Section 3.2.2.
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities		Chapter 7. Sustainability Statements -Section 3.2.3.
S1-6	Characteristics of the undertaking's employees		Chapter 7. Sustainability Statements -Section 3.1.5.
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	Omitted in line with postponement of phase-in provisions due to "Quick fix" Delegated Act	
S1-14	Health and Safety metrics		Chapter 7. Sustainability Statements -Section 3.2.4.
Company specific topics			
Energy Transition			
	Policies		Chapter 7. Sustainability Statements -Section 2.3.4.
	Actions and resources		Chapter 7. Sustainability Statements -Section 2.3.4.
	Metrics		Chapter 7. Sustainability Statements -Section 2.3.5.
	Tracking effectiveness in policies and actions		Chapter 7. Sustainability Statements -Section 2.3.5.

Annex 2: List of datapoints that derive from other EU Legislation

Disclosure Requirement and related datapoint	SFDR Reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Paragraph Section/Pages
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Chapter 5. Corporate governance and risk management
ESRS 2 GOV-1 Percentage of board members who are Independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		Chapter 5. Corporate governance and risk management
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 of Table #3 of Annex 1				Chapter 7. Sustainability Statements -Section 4.3.
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 of Table #1 of Annex 1	Article 449 a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Chapter 7. Sustainability Statements -Section 1.2.1.
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 of Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Chapter 7. Sustainability Statements -Section 1.2.1.
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 of Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Chapter 7. Sustainability Statements -Section 1.2.1.
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Chapter 7. Sustainability Statements -Section 1.2.1.
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	Chapter 7. Sustainability Statements -Section 2.4.2.
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449 a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g) and Article 12.2		Not applicable

Disclosure Requirement and related datapoint	SFDR Reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Paragraph Section/Pages
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 of Table #2 of Annex 1	Article 449 a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book - Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		Chapter 7. Sustainability Statements -Section 2.4.6.
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 of Table #1 and Indicator number 5 of Table #2 of Annex 1				Chapter 7. Sustainability Statements -Section 2.4.7.
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 of Table #1 of Annex 1				Chapter 7. Sustainability Statements -Section 2.4.7.
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 of Table #1 of Annex 1				Chapter 7. Sustainability Statements -Section 2.4.7.
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 of Table #1 of Annex 1	Article 449 a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book - Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		Chapter 7. Sustainability Statements -Section 2.4.9.2.
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 of Table #1 of Annex 1	Article 449 a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book - Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		Chapter 7. Sustainability Statements -Section 2.4.9.2.
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	Chapter 7. Sustainability Statements -Section 2.4.10.

Disclosure Requirement and related datapoint	SFDR Reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Paragraph Section/Pages
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Not disclosed - Phase-in requirement
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).		Article 449 a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.			Not disclosed - Phase-in requirement
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).		Article 449 a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book -Climate change transition risk: Loans collateralized by immovable property - Energy efficiency of the collateral			Not disclosed - Phase-in requirement
ESRS E1-9 Degree of exposure of the portfolio to climate- related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		Not disclosed - Phase-in requirement
ESRS E2-4 Amount of each pollutant listed in Annex II of the E- PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 of Table #1 of Annex 1 Indicator number 2 of Table #2 of Annex 1 Indicator number 1 of Table #2 of Annex 1 Indicator number 3 of Table #2 of Annex 1				Not material
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 of Table #2 of Annex 1				Not material
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 of Table 2 of Annex 1				Not material
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 of Table #2 of Annex 1				Not material
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 of Table #2 of Annex 1				Not material

Disclosure Requirement and related datapoint	SFDR Reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Paragraph Section/Pages
ESRS E3-4 Total water consumption in m³ per net revenue on own operations paragraph 29	Indicator number 6.1 of Table #2 of Annex 1				Not material
ESRS 2- IRO 1 E4 paragraph 16 (a) i	Indicator number 7 of Table #1 of Annex 1				Not material
ESRS 2- IRO 1 E4 paragraph 16 (b)	Indicator number 10 of Table #2 of Annex 1				Not material
ESRS 2- IRO 1 E4 paragraph 16 (c)	Indicator number 14 of Table #2 of Annex 1				Not material
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 of Table #2 of Annex 1				Not material
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 of Table #2 of Annex 1				Not material
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 of Table #2 of Annex 1				Not material
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 of Table #2 of Annex 1				Not material
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 of Table #1 of Annex 1				Not material
ESRS 2- SBM3 - S1 Risk of incidents of forced labor paragraph 14 (f)	Indicator number 13 of Table #3 of Annex 1				Not material
ESRS 2- SBM3 - S1 Risk of incidents of child labor paragraph 14 (g)	Indicator number 12 of Table #3 of Annex 1				Not material
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 of Table #3 and Indicator number 11 of Table #1 of Annex 1				Chapter 7. Sustainability Statements - Section 3.1.2.
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS S1-1 Processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 of Table #3 of Annex 1				Not material
ESRS S1-1 Workplace accident prevention policy or management system paragraph 23	Indicator number 1 of Table #3 of Annex 1				Chapter 7. Sustainability Statements -Section 3.1.2.
ESRS S1-3 Grievance/ complaints handling mechanisms paragraph 32 (c)	Indicator number 5 of Table #3 of Annex 1				Chapter 7. Sustainability Statements -Section 3.1.4.

Disclosure Requirement and related datapoint	SFDR Reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Paragraph Section/Pages
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 of Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Chapter 7. 'Sustainability Statements- Section 3.2.4.
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 of Table #3 of Annex 1				Not disclosed – phase-in requirement.
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 of Table#1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 of Table #3 of Annex 1				Not material
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 of Table #3 of Annex 1				Not material
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	Indicator number 10 of Table #1 and Indicator number 14 of Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Article 12 (1)		Not material
ESRS 2- SBM3 – S2 Significant risk of child labor or forced labor in the value chain paragraph 11 (b)	Indicators number 12 and 13 of Table #3 of Annex 1				Not material
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 of Table #3 and Indicator number 11 of Table #1 of Annex 1				Not material
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and 14 of Table #3 of Annex 1				Not material
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 of Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Article 12 (1)		Not material
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labour Organization ('ILO') Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 of Table #3 of Annex 1				Not material
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 of Table #3 of Annex 1 and Indicator number 11 of Table #1 of Annex 1				Not material

Disclosure Requirement and related datapoint	SFDR Reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Paragraph Section/Pages
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or/and OECD guidelines paragraph 17	Indicator number 10 of Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Article12 (1)		Not material
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 of Table #3 of Annex 1				Not material
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 of Table #3 and Indicator number 11 of Table #1 of Annex 1				Not material
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 of Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Article 12 (1)		Not material
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 of Table #3 of Annex 1				Not material
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 of Table #3 of Annex 1				Not material
ESRS G1-1 Protection of whistleblowers paragraph 10 (d)	Indicator number 6 of Table #3 of Annex 1				Not material
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 of Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator number 16 of Table #3 of Annex 1				Not material

ASSURANCE REPORTS

Statutory auditor's report:

- **Report on the Consolidated Sustainability Statement**

EY Bedrijfsrevisoren
EY Réviseurs d'Entreprises
Kouterveldstraat 7B 001
B - 1831 Diegem

Tel: +32 (0) 2 774 91 11
ey.com/be

Statutory Auditor's limited assurance report on DEME Group NV's consolidated Sustainability statement

At the attention of the general meeting of the shareholders

As part of the limited assurance engagement on the consolidated sustainability statement of DEME Group NV (the "Company" or the "Group"), we are providing you with our report on this engagement.

We were appointed by the General Meeting of 21 May 2025, in accordance with the proposal of the Board of Directors based on the recommendation of the audit committee and issued on the nomination by the Works Council of DEME Group NV, to carry out a limited assurance engagement on the Company's sustainability information, included in the Sustainability Statements section of the DEME Integrated annual report for the fiscal year ending on 31 December 2025 (the "sustainability statement").

Our mandate expires on the date of the general meeting deliberating on the annual financial statements for the year ending on 31 December 2027. We have carried out our assurance engagement on the sustainability statement of DEME Group NV for 2 consecutive financial years now.

Limited assurance conclusion

We have conducted a limited assurance engagement on the sustainability statement of DEME Group NV.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the sustainability statement, in all material respects:

- Is not prepared in accordance with the requirements referred to in Article 3:32/2 of the Belgian Code of Companies and Associations, including compliance with applicable European sustainability information standards (the European Sustainability Reporting Standards ("ESRSs"))
- Is not compliant to the process carried out by the Company ("the Process") to identify the information included in the sustainability statement in accordance with the ESRSs as set out in the subsection 1.4. Double Materiality Assessment (ESRS 2 IRO-1); and
- Is not compliant with the requirements of Article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation") as disclosed in subsection 2.1. Disclosures pursuant to Article 8 of Regulation 2020/852 (Taxonomy Regulation) within the environmental section of the sustainability statement.

Basis for conclusion

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance engagements other than audits or reviews of historical financial information ("ISAE 3000 (Revised)"), applicable in Belgium and issued by the International Auditing and Assurance Standards Board.

Our responsibilities under this standard are further described in the Statutory Auditor's responsibilities section of our report related to our limited assurance engagement under the section "Statutory Auditor's responsibilities".

We have complied with all ethical requirements relevant to the assurance of sustainability engagement in Belgium, including those relating to independence.

The firm applies International Standard on Quality Management 1 ("ISQM 1"), which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have obtained from the Company's Board of Directors and its appointees the explanations and information necessary for our limited assurance engagement.

Responsibilities of the Board of Directors in relation to the preparation of sustainability information

The Board of Directors of the Company is responsible for designing and implementing a process to identify the information reported in the sustainability statement in accordance with the ESRS and for disclosing this Process in note ESRS 2 IRO-1 of the sustainability statement. This responsibility includes:

- understanding the context in which the Company's activities and business relationships take place and developing an understanding of its affected stakeholders.
- the identification of the actual and potential impacts (both negative and positive) related to sustainability matters, as well as risks and opportunities that affect, or could reasonably be expected to affect, the entity's financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium-, or long-term;
- the assessment of the materiality of the identified impacts, risks and opportunities related to sustainability matters by selecting and applying appropriate thresholds; and
- making assumptions that are reasonable in the circumstances.

The board of directors of the Company is further responsible for the preparation of the sustainability statement, which contains the sustainability information as determined in the Process:

- in accordance with the requirements referred to in Article 3:32/2 of the Belgian Code of Companies and Associations, including compliance with applicable ESRS's;
- in compliance with the requirement provided by Article 8 of EU Regulation 2020/852 (the "Taxonomy Regulation") as described in subsection 2.1. Disclosures pursuant to Article 8 of Regulation 2020/852 (Taxonomy Regulation) within the environmental section of the sustainability statement.

This responsibility includes:

- designing, implementing and maintaining such internal control that the Board of Directors determines is necessary to enable the preparation of the Sustainability statement that is free from material misstatement, whether due to fraud or error; and
- the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

The Board of Directors are responsible for overseeing the Company's sustainability reporting process.

Inherent limitations in preparing the sustainability statement

In reporting forward-looking information in accordance with ESRS, the board of directors of the Company is required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by the Company. Actual outcomes are likely to be different since anticipated events frequently do not occur as expected. Actual results are likely to differ from projections because the future events will not generally occur as expected, and such differences could be material.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Statutory Auditor's responsibilities relating the limited assurance engagement on the sustainability information

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the sustainability statement is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the sustainability statement as a whole.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised), as applicable in Belgium, we exercise professional judgment and maintain professional skepticism throughout the engagement. The work performed in an engagement with a view to obtaining limited assurance is less extensive than in the case of an engagement with a view to obtaining reasonable assurance. The procedures performed in a limited assurance engagement for which we refer to the 'Summary of work carried out' section which differ in nature and timing are less extensive compared to a reasonable assurance engagement. We therefore do not express a reasonable audit opinion in the frame of this engagement.

As the forward-looking information included in the Sustainability Information, and the assumptions on which it is based, relate to the future, they may be affected by events that may occur and/or by actions taken by the Company. Actual results are likely to differ from the assumptions made, as the events assumed will not necessarily occur as expected, and such differences could be material. Accordingly, our conclusion does not guarantee that the actual results reported will correspond to those contained in the forward-looking sustainability information.

Our responsibilities in respect of the Sustainability statement, in relation to the Process, include:

- understanding the Process but not for the purpose of providing a conclusion on the effectiveness of the Process, including the outcome of the Process; and
- Designing and performing procedures to evaluate whether the Process is consistent with the Company's description of its Process, as disclosed in subsection 1.4. Double Materiality Assessment (ESRS 2 IRO-1);

Our other responsibilities in respect of the Sustainability statement include:

- To understand the Company's control environment and the processes and information systems relevant to the preparation of sustainable information, but without evaluating the design of specific control activities, obtaining substantive information on their implementation or testing the effectiveness of the internal control measures in place;
- Identify areas where material misstatements of sustainability information are likely to occur, whether due to fraud or error; and
- Designing and performing procedures responsive to where material misstatements are likely to arise in the sustainability statement. 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.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Sustainability statement. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of disclosures where material misstatements are likely to arise in the Sustainability statement, whether due to fraud or error.

In conducting our limited assurance engagement, with respect to the Process, we:

- Obtained an understanding of the Process through:
  - Requesting information to understand the sources of the information used by management (e.g. stakeholder engagement, business plans and strategy documents), as well as assessing the Company's internal documentation of its Process; and
- Evaluated whether the evidence obtained from our procedures with respect to the Process implemented by DEME Group NV was consistent with the description of the Process set out in in subsection 1.4. Double Materiality Assessment (ESRS 2 IRO-1).

In conducting our limited assurance engagement, with respect to the sustainability statement, we:

- Obtained an understanding of the Company's reporting processes relevant to the preparation of its sustainability statement by:
  - interviewing management and relevant staff responsible for consolidating and implementing internal control measures related to sustainability information;
  - when deemed appropriate, obtaining supporting documentation for the relevant reporting processes
- Evaluated whether the information identified by the Process is included in the sustainability statement;
- Evaluated the compliance of the structure and the preparation of sustainability information with ESRS standards;
- Performed inquires of relevant personnel and analytical procedures on selected information in the sustainability statement;
- Performed substantive assurance procedures, based on a sample, on selected information in the sustainability statement;
- For a number of locations contributing to the quantitative information included in the sustainability information, we have carried out limited detailed testing of the data collection and calculation processes, as well as validation procedures related to the quantitative information in question, either on site or through remote connection, based on professional judgement and on a sample basis;
- Evaluated assurance information on the methods for developing estimates and forward-looking information; evaluated as described in the section 'responsibilities of the statutory auditor regarding the assurance engagement with limited assurance regarding sustainability information;
- Obtained an understanding of the Company's process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the Sustainability statement;
- On a sample basis, reconciling the economic activities with supporting documentation that substantiates the substantial contribution, the do not significant harm contribution, and the minimum safeguard requirements;
- Reconciling inputs to revenue, capital expenditure, and operating expenses, with underlying financial information of the Company;

Statements regarding independence

Our audit firm and our network have not performed any engagements that are incompatible with the limited assurance engagement, and our audit firm has remained independent of the company during our term of office.

Diegem, 20 March 2026

EY Bedrijfsrevisoren BV
represented by

Wim Van Gasse*
Partner
* Acting on behalf of an SRL

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