



PUSHING BOUNDARIES

IR DECK – JUNE 2025

Carl Vanden Bussche, IR

AGENDA

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Introduction to DEME & its activities

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Financial & non financials

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Q&A

DEME

A GLOBAL MARINE SOLUTION PROVIDER



Market leading
in healthy
segments with
high barriers to
entry



Growth trajectory
supported by
secular underlying
trends in each of the
industries



One of the
largest and most
technologically
advanced **fleet** in the
world, combined with
skilled **people** and
almost 150 years of
experience



ESG & safety
at the core of
DEME's
activities



**Attractive financial
profile**, supported
by a healthy
balance sheet



**Diversified
portfolio** of
activities fostering
synergies and
offering a solid
growth platform

DEME

A GLOBAL MARINE SOLUTION PROVIDER



150 years
leadership in marine
contracting works



+5,800
Highly skilled
professionals



100+
Specialized vessels



Experience in more
than **90** countries



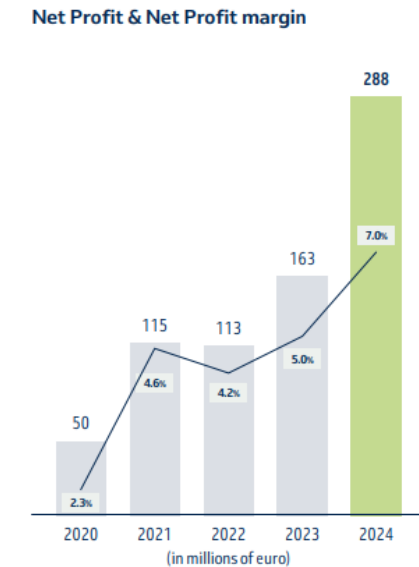
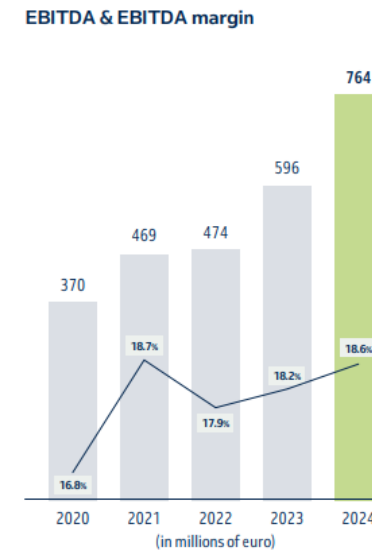
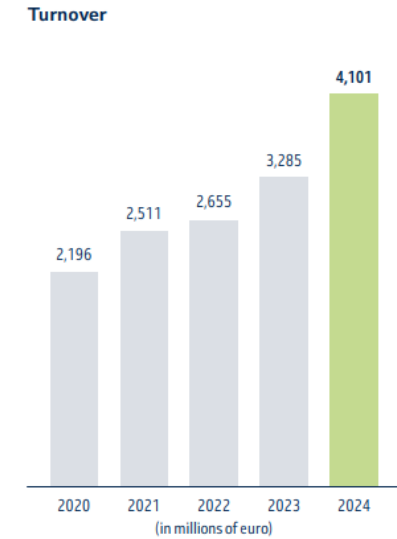
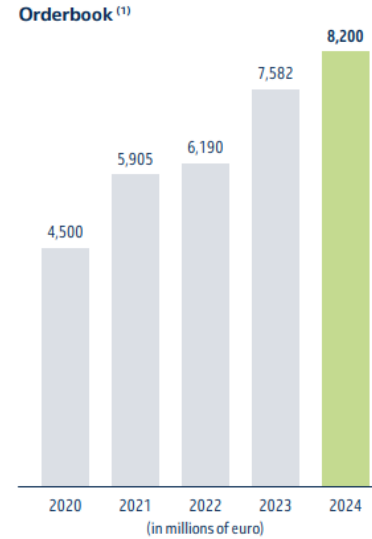
**Solid financial
performance**
Maintaining a robust
balance sheet



Growth trajectory
driven by secular
underlying trends



Market leading
in healthy segments
with high barriers



DEME

A GLOBAL MARINE SOLUTION PROVIDER



ENVIRONMENTAL
CHALLENGES



GROWING POPULATION
& URBANIZATION



INCREASING MARITIME
TRADE ACTIVITY



INNOVATIVE SOLUTIONS PROVIDED THROUGH 4 DIFFERENT SEGMENTS

OFFSHORE ENERGY

DREDGING & INFRA

ENVIRONMENTAL

CONCESSIONS

LEADING IN

OFFSHORE ENERGY



Unrivalled track record in construction offshore wind farms and other offshore energy-related infrastructure



47% of DEME turnover¹

DREDGING & INFRA



145+ years of experience in dredging, land reclamation and marine infrastructure



45% of DEME turnover¹

ENVIRONMENTAL



Innovative solutions for soil remediation, brownfield development, environmental dredging and sediment treatment



8% of DEME turnover¹

CONCESSIONS



Innovative solutions for soil remediation, brownfield development, environmental dredging and sediment treatment

Contributed 12m euro to DEME's net profit²

2

SEGMENTS UPDATE





OFFSHORE ENERGY



2000
start offshore wind activities

+15 k MW
capacity of installed wind turbines



2bn euro
turnover (2024)



432m euro
EBITDA (2024)



~85% of Turnover

RENEWABLES

Offshore wind farms

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



~15% of turnover

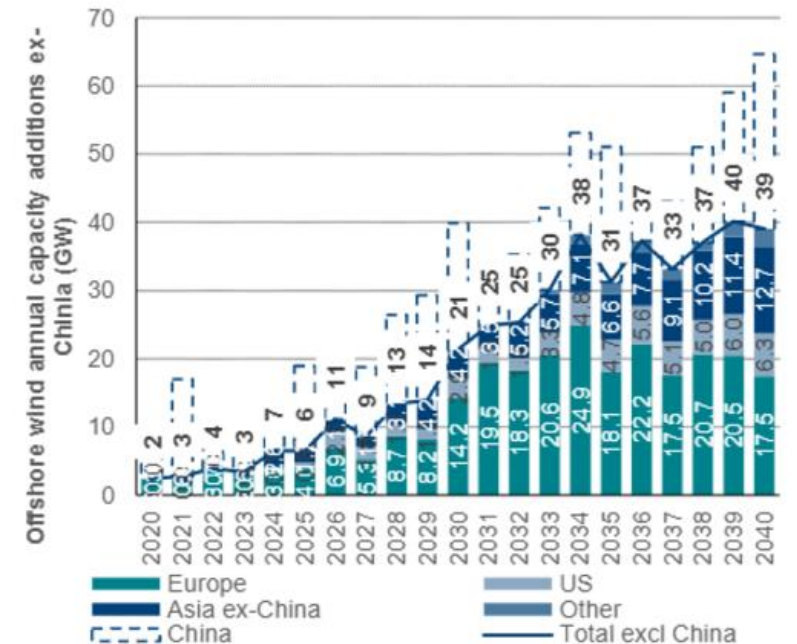
NON-RENEWABLES & NUCLEAR

Offshore wind farms

- Decommissioning & salvaging
- Hydrocarbons & nuclear

Studies & reports signal continued significant market growth in Offshore Wind

- From ~7GW installed in 2024 to ~20GW pa in 2030
- And to move to +35 GW around 2035
- Growth fueled by investment in Europe and Asia



BROAD SERVICE OFFERING

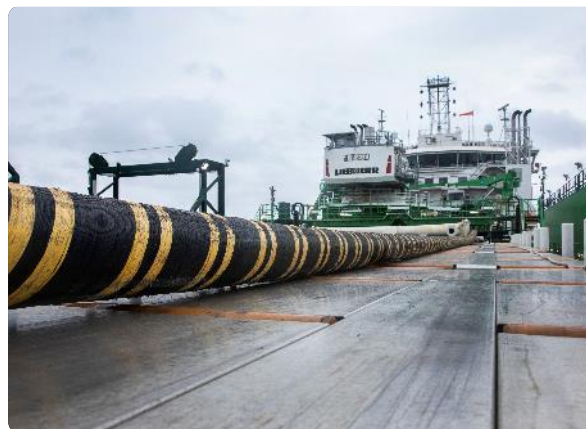
PROVIDING FLEXIBLE SOLUTIONS FOR THE MOST DEMANDING OFFSHORE WIND PROJECTS



FOUNDATIONS

Global market leader (technology, trackrecord, market share)

+2k foundations installed¹



CABLES

Leading market player

+2k km of cable installed²



TURBINES

20+ years of expertise as **market leader**

+2.5k turbines installed¹



ROCK PLACEMENT

Commanding 1/3rd of the global rock placement market

Leading market player

The core service offering is supplemented by four key supportive activities

**SUBSTATION
INSTALLATION**

MAINTENANCE

GEOSCIENCES

**SUCTION PILE
TECHNOLOGY**

ONE OF THE MOST TECHNOLOGICALLY ADVANCED FLEET

RIVEN BY CONTINUOUS INVESTMENTS

FOUNDATIONS



ORION

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



GREEN JADE

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

CABLES



VIKING NEPTUN

- DP3 cable laying vessel
- Two turntables: 4,500-ton and 7,000-ton cable capacity
- Built 2015 ; conversion in 2023

ROCK PLACEMENT



YELLOWSTONE

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

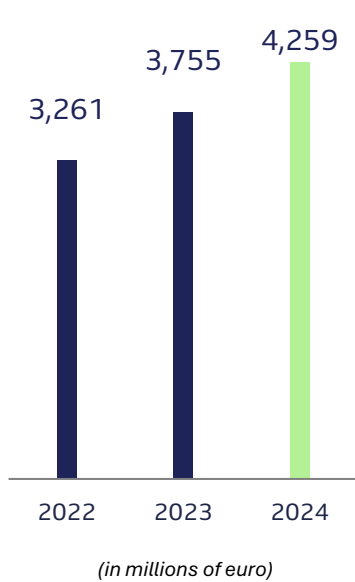
OFFSHORE ENERGY

PERFORMANCE DASHBOARD 2024

- Orderbook reached a record high driven by strong demand, recent expansion of fleet capacity, additions to existing projects and addition of new contracts in the APAC region and Europe
- Revenue exceeded 2 billion euro, reflecting 37% growth, more than doubling in 2 years

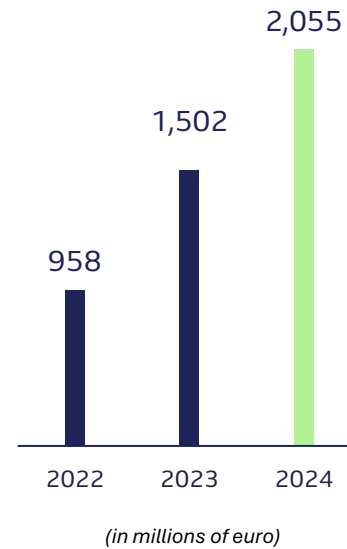
- EBITDA grew 87% driven by strong growth and disciplined and effective execution
- Higher vessel utilization reflecting a 90% occupancy; 'Yellowstone' and 'Karina' joining the fleet and upgrade for 'Viking Neptun'

ORDERBOOK

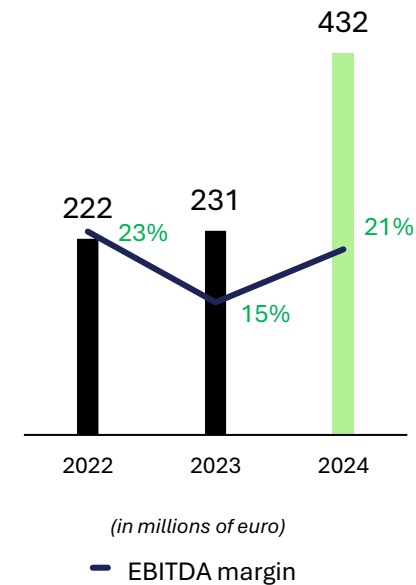


- IJMUIDEN VER ALPHA AND NEDERWIEK 1**
Cable installation works
- PRINCESS ELISABETH ISLAND**
Export cable project
- ORANJEWIND**
Inter-array cable and secondary steel
- FENGMIAO 1**
Foundation and offshore substation installation
- NORDLICHT 1 & 2**
Transport & Installaton of foundations and scour protection

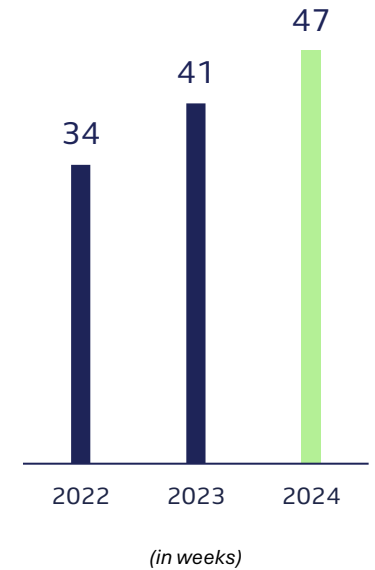
TURNOVER



EBITDA & MARGIN

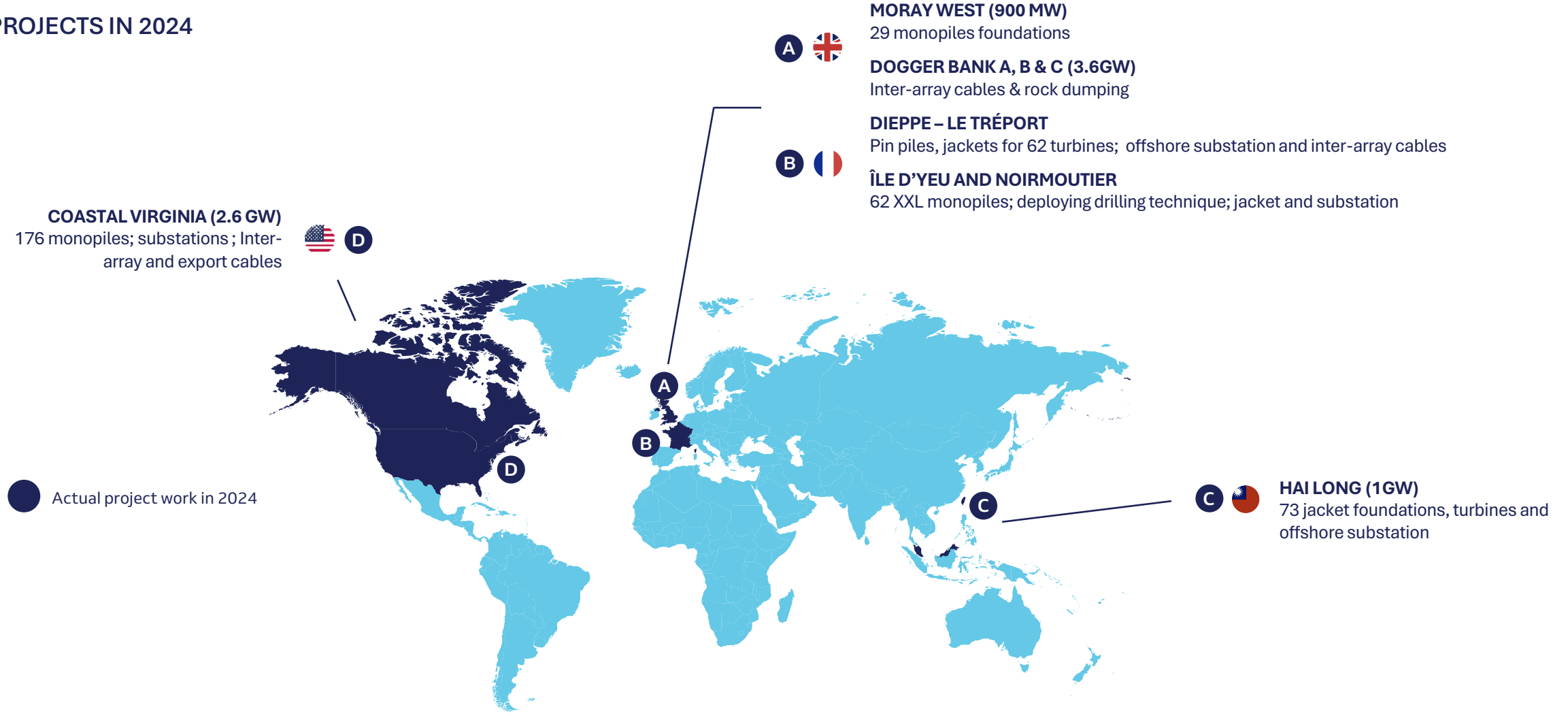


FLEET UTILIZATION



OFFSHORE ENERGY

KEY PROJECTS IN 2024





KEEP CLEAR

ILE D'YEU AND NOIRMOUTIER

ILE DE YEU ET NOIRMOUTIER

MAJOR FRENCH OFFSHORE PROJECT

FRANCE, LOIR ATLANTIQUE



PROJECT CHARACTERISTICS

- Customer: EMYN (Ocean Winds, Sumitomo corp and La Banque des Territoires and Vendée Energie)
- Scope includes T&I for 61 foundations and offshore substations
- Rocky seabed and challenging ocean conditions
- A +300m euro project
- Kicked off in 2024
- Requires same innovative drilling technology (MODIGA) as applied in Saint Nazaire, further improved and optimized
- Building track record of French projects:
 - Saint Nazaire
 - Ile d'Yeu et Noirmoutier
 - Fécamp
 - Dieppe Le Tréport



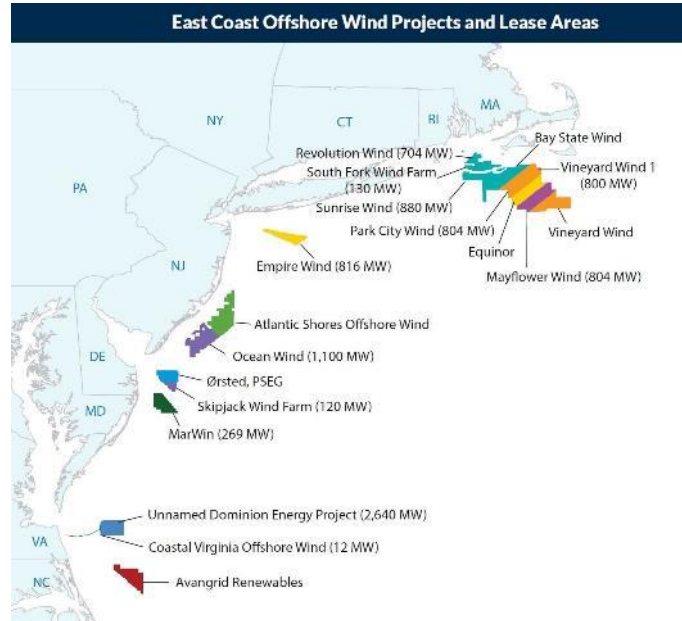
US PROJECTS



STATUS IN THE US

EXECUTION KICKED OFF AS OF 2023

OVERVIEW EAST COAST PROJECTS



DEME NOW INVOLVED IN THE FOLLOWING PROJECTS



WE DELIVER:

South Fork: cable works; Done in 2023

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

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

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



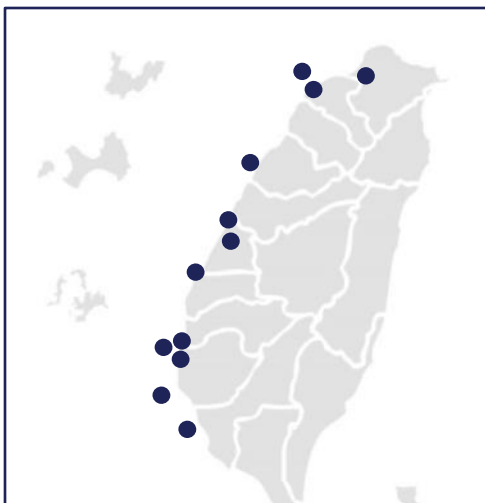
HAI LONG



HAI LONG

BUILDING ON OUR PRESENCE IN TAIWAN

BUILDING ON OUR PRESENCE IN TAIWAN
WITH SOLID TRACK RECORD



Projects executed by DEME in Taiwan since 1995

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

PROJECT CHARACTERISTICS

- Customer: Hai Long 2/3 Offshore Wind Power Co., Ltd.
(NPI, Mitsui, Yushan Energy)
- 1GW wind farm, 73 turbines
- Scope includes seabed levelling T&I for foundations, offshore substations and turbines
- A +300m euro project
- Kicking off in 1H24, to last till 2026



- Partnership approach between DEME and CSBC, (CDWE), leveraging its main installation vessel, 'Green jade'
- Building track record of Taiwanese projects:
 - Zhong Neng
 - Hai Long
 - Greater Changhua
 - Fengmiao



DREDGING & INFRA

GLOBAL DREDGING POWERHOUSE

COMPLEMENTED BY INFRA ACTIVITIES IN CORE MARKETS

DREDGING

ACTIVITIES:

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

KEY KPIs:

15-20% Market share **+50** Dredgers **90+** Active countries

FOCAL MARKETS:

Worldwide

2bn euro
Turnover (2024)

358m euro
EBITDA (2024)

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

INFRA

ACTIVITIES:

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

KEY KPIs:

12 Ongoing projects **8** Immersed tunnel projects executed¹ **7** Active countries²

FOCAL MARKETS:

Europe

ONE OF THE MOST TECHNOLOGICALLY ADVANCED FLEET

DRIVEN BY CONTINUOUS INVESTMENTS

CUTTER DREDGER



SPARTACUS

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

HOPPER DREDGER



BONNY RIVER

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



AMBIORIX

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



SCHELDT RIVER

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

DREDGING & INFRA

PERFORMANCE DASHBOARD FY24

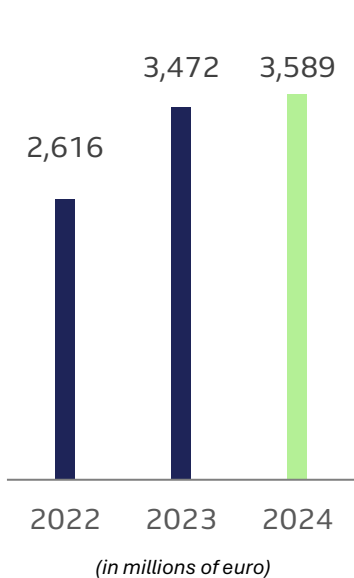
Orderbook grew 3% y-o-y with a healthy intake of new projects across various regions

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

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

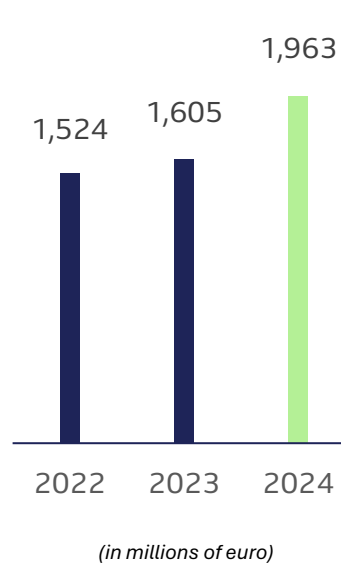
Vessel occupancy increased across the fleet driven by strong backlog including recent contract wins

ORDERBOOK

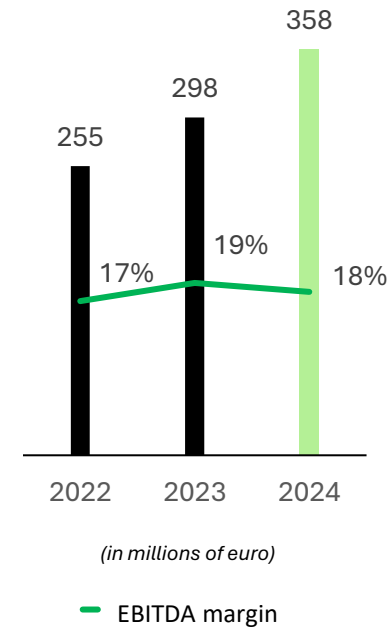


-  **GRAND LAHOU**
Coastal Protection project
-  **MALAYSIA**
Container port expansion and maintenance
-  **OOSTERWEEL**
lantwerp ring road, including immersed tunnel in the River Scheldt
-  **RAVENNA**
Extension and modernization of the port facilities
-  **CUXHAVEN**
Construction of offshore wind terminal
-  **LE HAVRE**
New access channel linking Port 2000 to the outer harbor

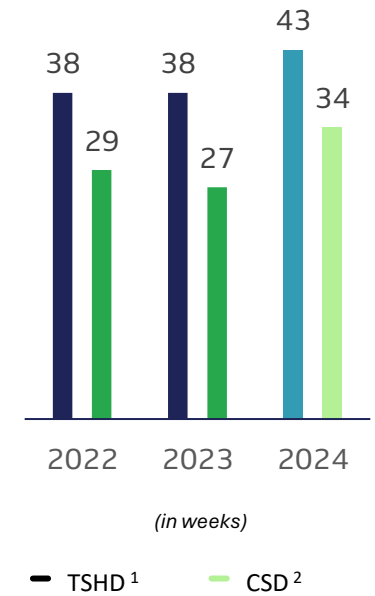
TURNOVER



EBITDA & MARGIN



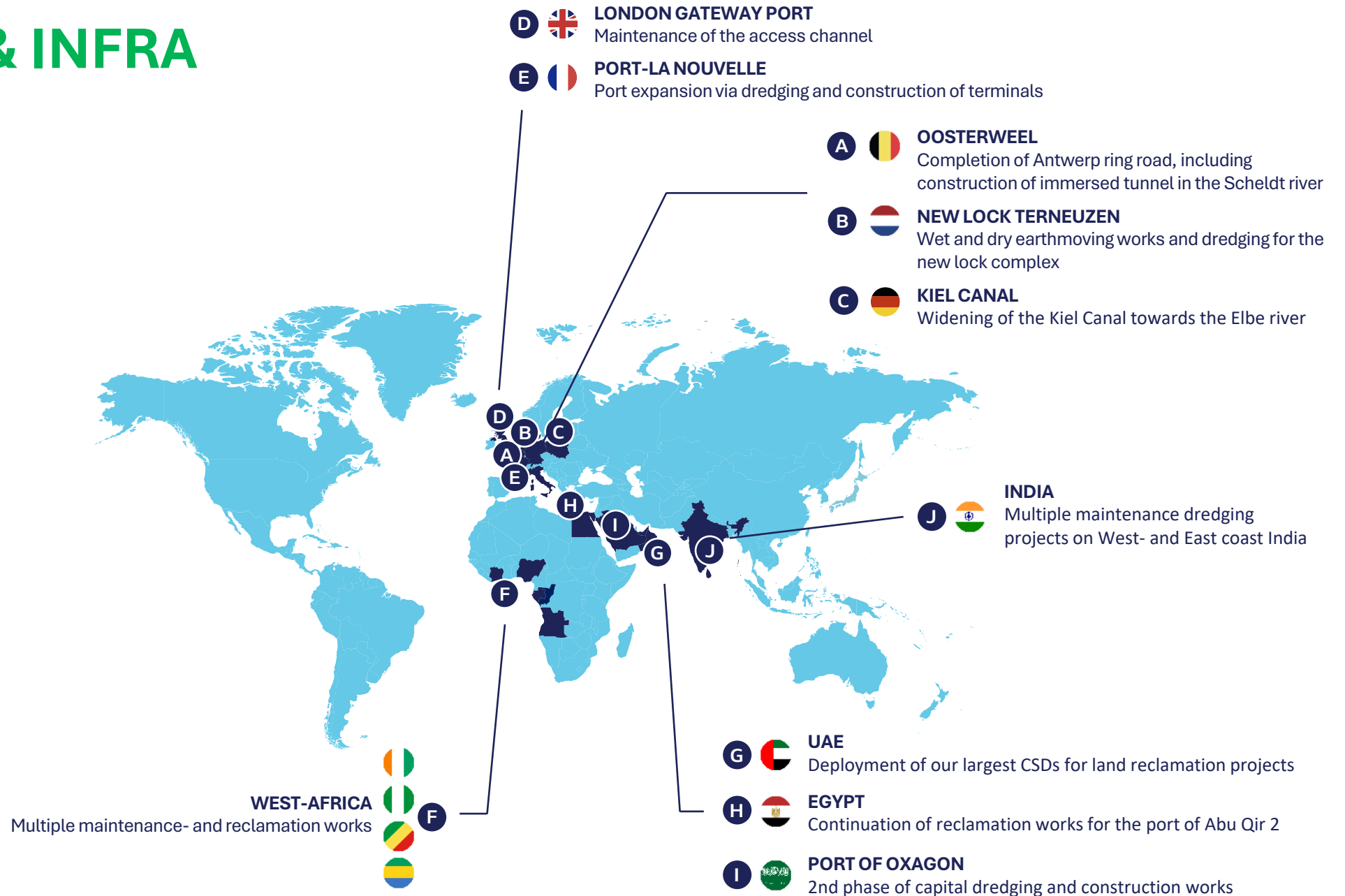
FLEET UTILIZATION



DREDGING & INFRA

KEY PROJECTS IN 2024

● Actual project work in 2024



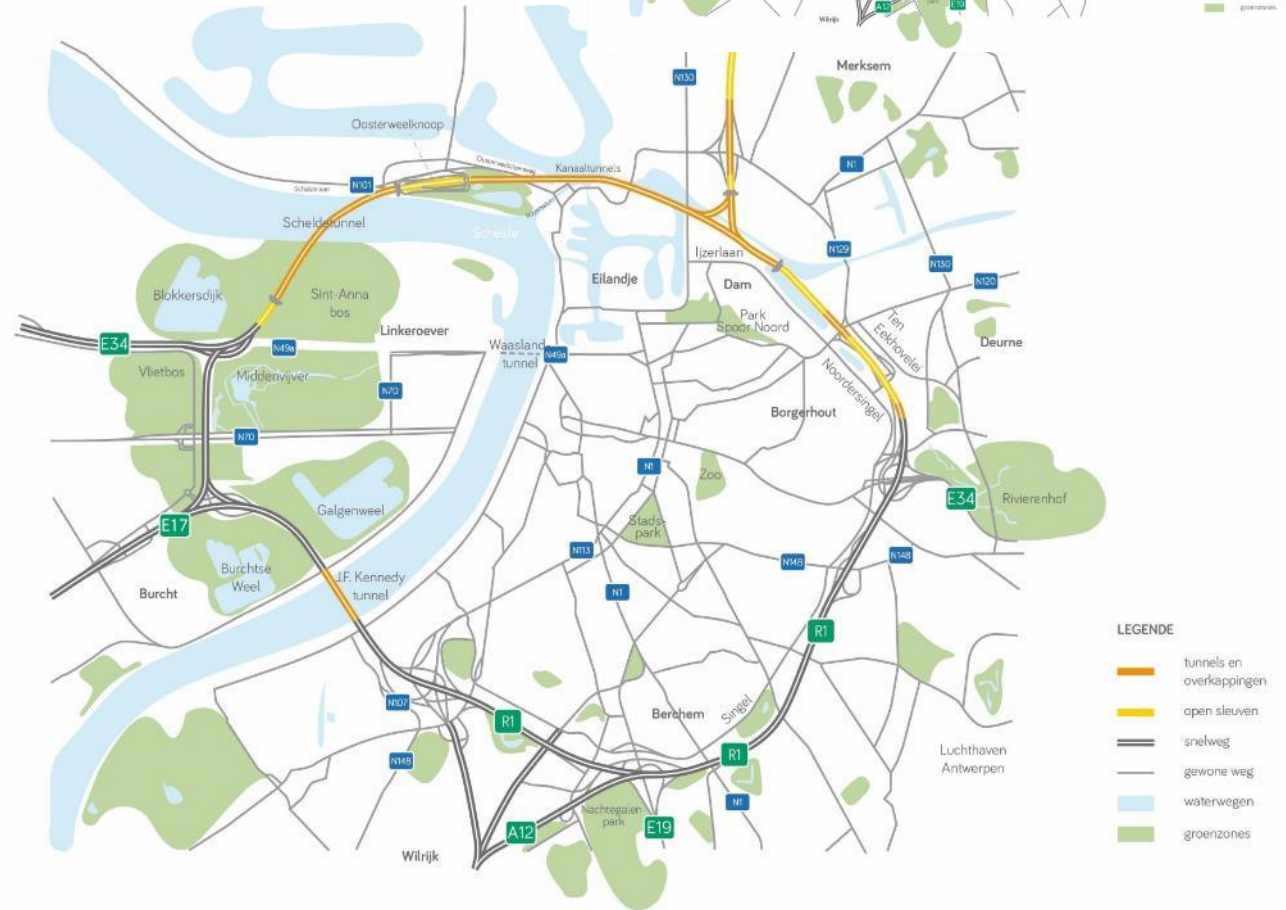


OOSTERWEEL

THE OOSTERWEEL CONNECTION

‘SCHELDT TUNNEL & CONSTRUCTION DOCK’

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



'SCHELDT TUNNEL & CONSTRUCTION DOCK'

CONSTRUCTION SITES

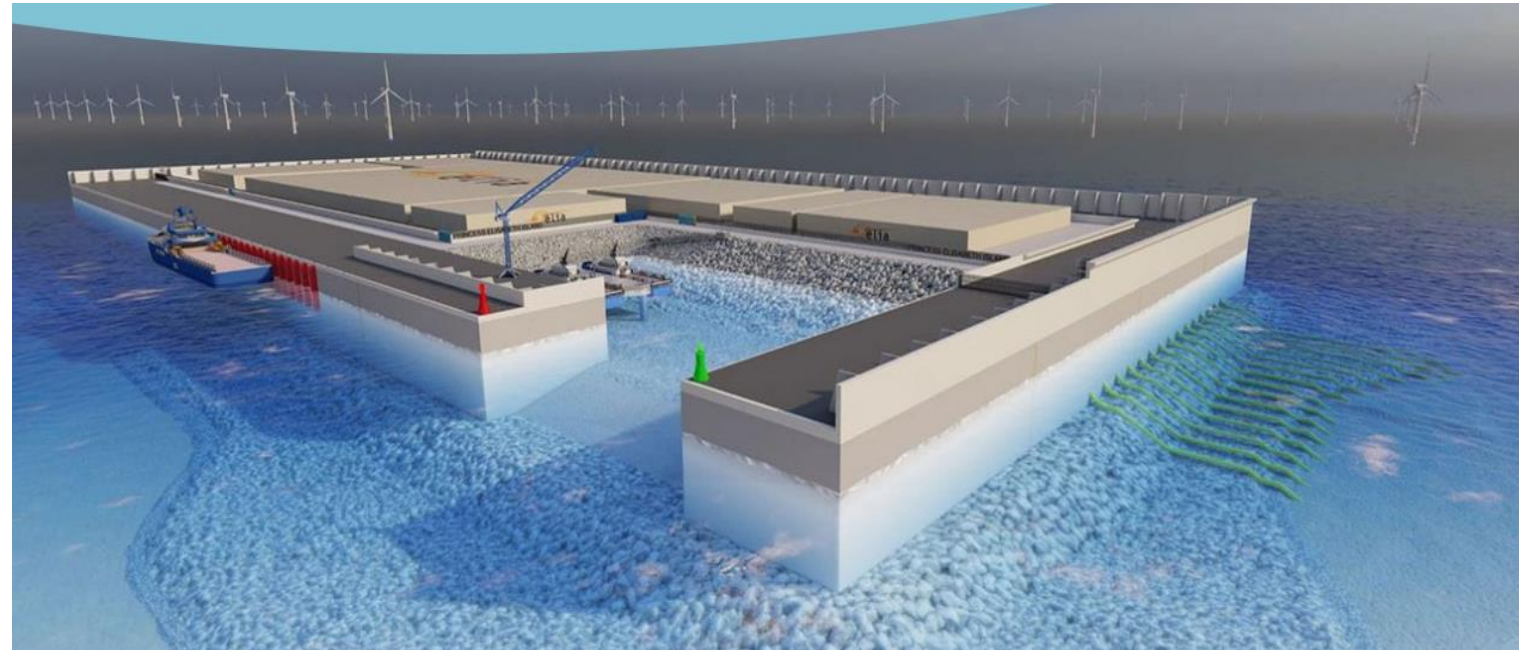
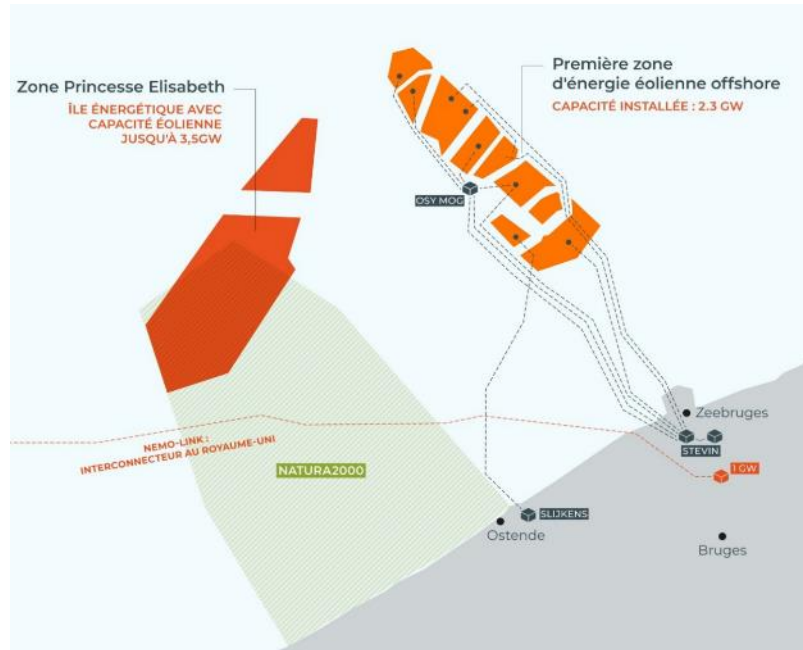




PRINCESS ELISABETH ISLAND

PRINCESS ELISABETH ISLAND

INDUSTRY-FIRST, ARTIFICIAL ENERGY ISLAND TO BE DEPLOYED BY END 2026



PROJECT CHARACTERISTICS

- Customer: ELIA
- Contractor: TM EDISON (DEME & JDN)
- EPCI contract including further design & construction
- Construction to start early 2024 and expected to last 2.5 years
- A €+600m project (excluding high voltage infrastructure)
- First building block of an integrated European offshore electricity grid, bundling the wind farm export cables of the Princess Elisabeth zone & serving as a hub for future interconnectors
- Combining DEME's Offshore and Dredging & Infra capabilities



ENVIRONMENTAL

LEADING ENVIRONMENTAL SPECIALIST IN BENELUX

OFFERING WIDE RANGE OF SERVICES

SOIL REMEDIATION & BROWNFIELD DEVELOPMENT

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

1988

Start of environmental activities

18

Soil and sediment treatment centres (mobile and fixed)

ENVIRONMENTAL DREDGING & SEDIMENT TREATMENT

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

Locations

Belgium, The Netherlands, France, UK and Norway

+3.5m tones

Polluted soil and sediments can be treated annually

337m euro

Turnover (2024)

44m euro

EBITDA (2024)

HIGH WATER PROTECTION

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

>85%

Recovery rate of soils and sediments in projects

ENVIRONMENTAL

PERFORMANCE DASHBOARD FY24

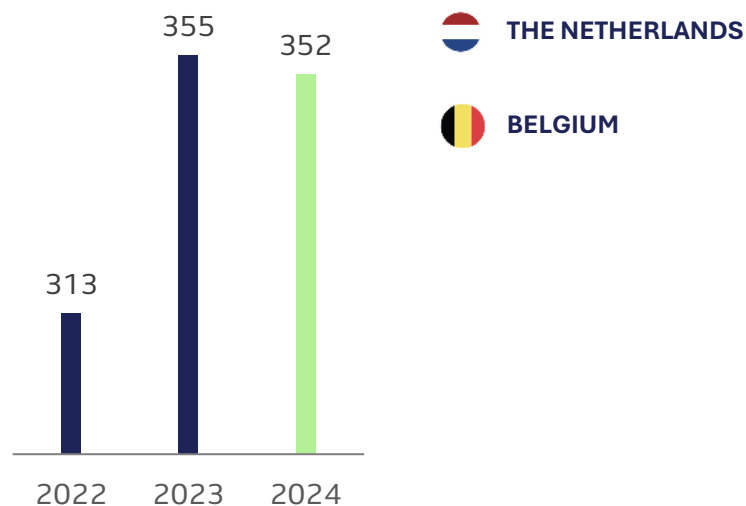
Orderbook remains stable with additional projects in the Benelux; exploring opportunities in Italy and the UK

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

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

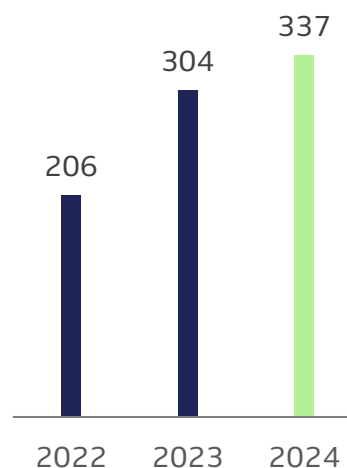
Launching 'Cargen', an innovative JV, frontrunning with active carbon based water and gas treatment, expanding the portfolio of remediation solutions

ORDERBOOK



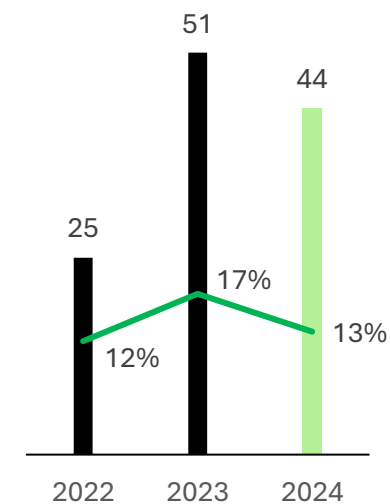
(in millions of euro)

TURNOVER



(in millions of euro)

EBITDA & MARGIN



(in millions of euro)

— EBITDA margin

ENVIRONMENTAL

KEY PROJECTS IN 2024

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



B

GOWA
23km dike reinforcement, part of the Netherlands Flood Protection Program



C

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

OOSTERWEEL
Treating PFAS polluted soils

SERAING
Large reversion project of a former Arcelor Mittal site, near Liège



A

FELUY
Remediation of former industrial brownfield site

 Actual project work in 2024



CONCESSIONS

INFRASTRUCTURE DEVELOPER, INVESTOR AND MANAGER

LEVERAGING UNIQUE COMBINATION OF TECHNICAL AND FINANCIAL CAPABILITIES

AT A GLANCE

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

6 PORTFOLIO PROJECTS

In operations or construction
(20+ year projects)

+3 BN euro

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

8 PIPELINE PROJECTS

In the development pipeline

+30

Experienced and multi-disciplinary professionals supported by dedicated project teams

ACTIVE IN 4 SECTORS



OFFSHORE WIND



DREDGING & INFRA



GREEN HYDROGEN



DEEP-SEA HARVESTING

WITH CLEAR ADDED VALUE

- **Global network** to source new project leads and forge successful partnerships
- **Contracting expertise** to de-risk project development and construction
- **Market intelligence** to provide insights on key technological developments

CONCESSIONS

ACTIVE IN 4 SECTORS

NET RESULT

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

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

OFFSHORE

- Stakes in offshore wind projects with a total installed capacity of over 1 GW (144 MW proportional capacity) generating recurring income
- Advancing on the ScotWind concession project and preparing for upcoming tenders in e.g. Belgium

DREDGING & INFRA

- Involved in marine infrastructure projects (Blankenburg, Port-La Nouvelle, Port of Duqm)
- Exploring new opportunities & working on preliminary agreement for a new terminal for the port of Swinoujscie (Poland)

GREEN HYDROGEN

- Advancing hydrogen development initiatives to be among the first in the world to produce green molecules from renewable energy
- Partnership with bp for HYPOR T Duqm (Oman) and new cooperation agreement to study hydrogen project in the Gargoub port area (Egypt)

GLOBAL SEA MINERAL RESOURCES

- GSR continues to monitor legislative developments at the International Seabed Authority



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FINANCIALS & NON FINANCIALS



FY24

KEY FINANCIAL HIGHLIGHTS

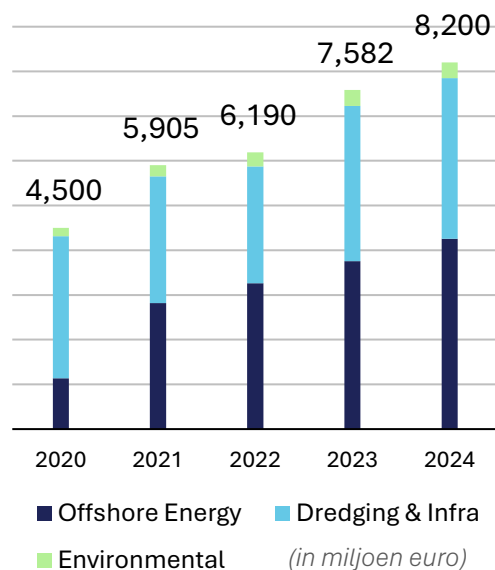
<i>(in millions of euro)</i>	2024	2023	2022
Orderbook <i>y-o-y growth</i>	8,200 +8%	7,582 +22%	6,190 +5%
Turnover <i>y-o-y growth</i>	4,101 +25%	3,285 +24%	2,655 +6%
EBITDA <i>Margin</i>	764 18.6%	596 18.2%	474 17.9%
EBIT <i>Margin</i>	354 8.6%	241 7.3%	155 5.8%
Net profit	288	163	113
CapEx	286	399	484
Free cash flow	729	62	-80
Net financial cash (debt)	91	-512	-521

- **Orderbook** at unmatched level of 8.2 billion euro, +8% vs 2023
- **Turnover** +25%, surpassing the 4 billion euro mark, all segments contributing to the growth
- **EBITDA, EBIT, Net profit** on the rise and growing at a faster rate than turnover
- **CapEx 2024 declined y-o-y**
In line with the investment guidance for the year ; including capitalized maintenance investments and new fleet additions in the Offshore Energy segment
- **Strong free cash flow**
Driven by a significant increase in turnover, profitability, improved working capital and lower investment levels
- From a **net financial debt** of -512 million euro to a net financial cash position of 91 million euro

FY24 – GROUP ORDERBOOK

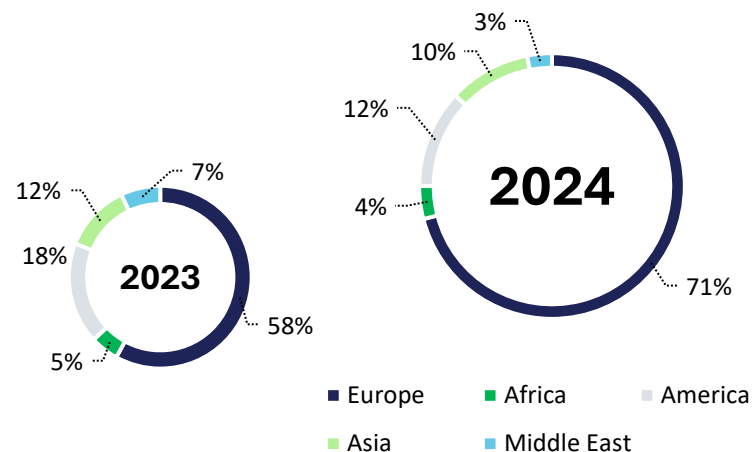
ORDERBOOK REACHED A NEW RECORD LEVEL, EVEN WITH THE HIGH CONVERSION OF BACKLOG INTO REVENUE

ORDERBOOK



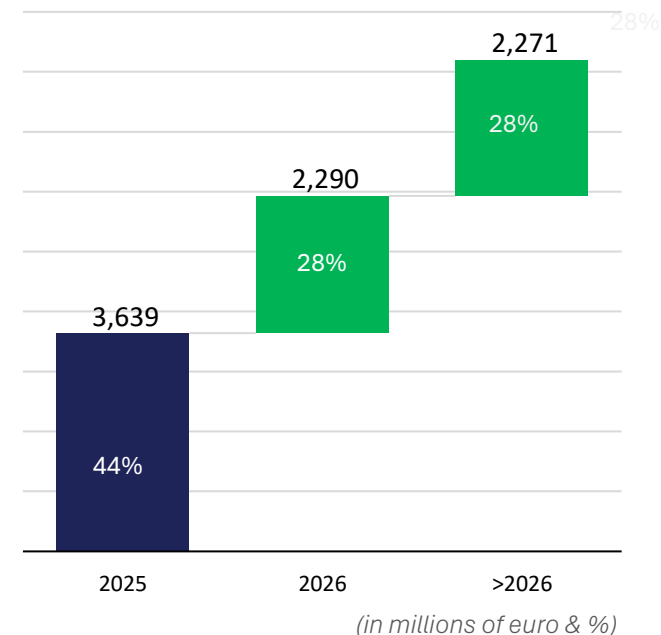
Y-o-y growth mainly driven by continued increase in Offshore Energy, while orderbook for Dredging & Infra and Environmental remains at healthy levels

GEOGRAPHICAL BREAKDOWN



- Europe expanded its leading position to achieve 71% of the backlog
- Backlog for the America-region decreased from 18% to 12% driven by effective project execution on US East Coast offshore projects

ORDERBOOK RUN-OFF

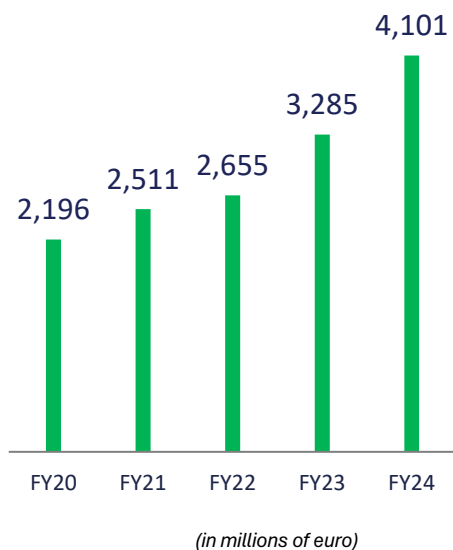


- Orderbook run-off supports our topline outlook for the year and provides near-term visibility
- Run-off volume for 2025 in line with a year ago and volumes exceeding 4.5 billion euro spread across 2026 and beyond

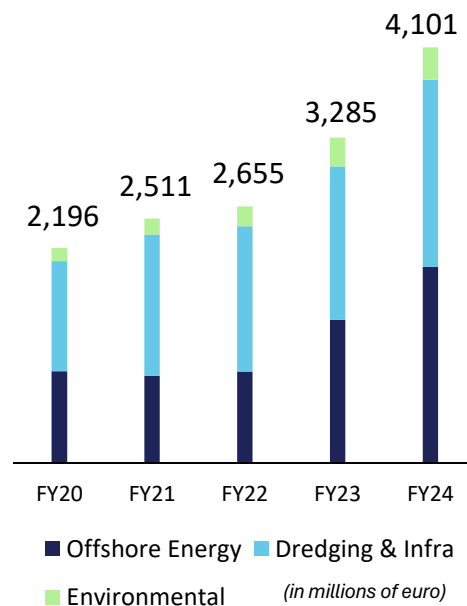
FY24 – GROUP TURNOVER

GROUP TURNOVER GREW 25% WITH STRONG GROWTH IN ALL CONTRACTING SEGMENTS

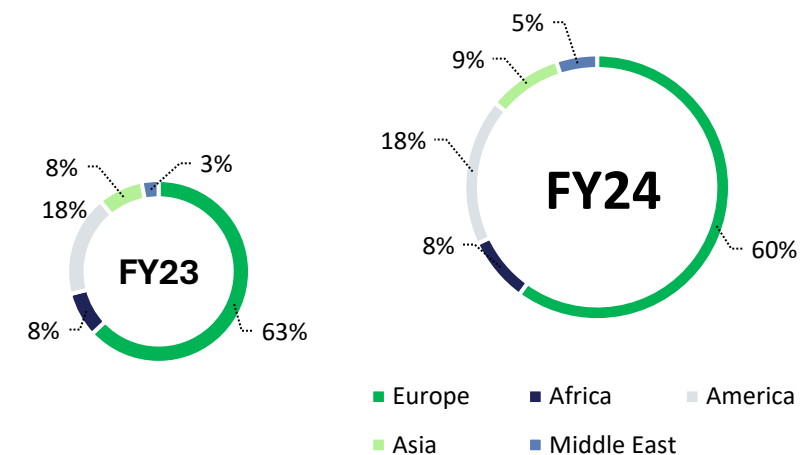
TURNOVER



SEGMENT BREAKDOWN¹



GEOGRAPHICAL BREAKDOWN



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

■ Turnover nearly doubled over last 5 years

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

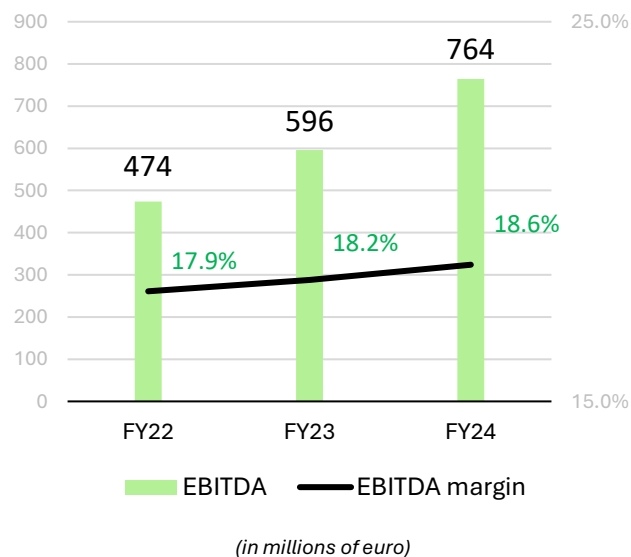
- Offshore Energy: +37%
- Dredging & Infra: +22%
- Environmental: +11%

■ Relative stable geographical positions

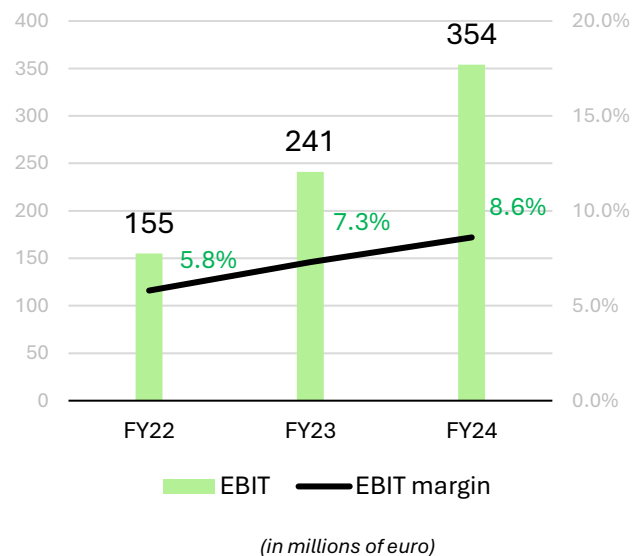
■ Leading position maintained in Europe; America also strong fueled by solid progress on ongoing offshore projects

FY24 – GROUP PROFITABILITY

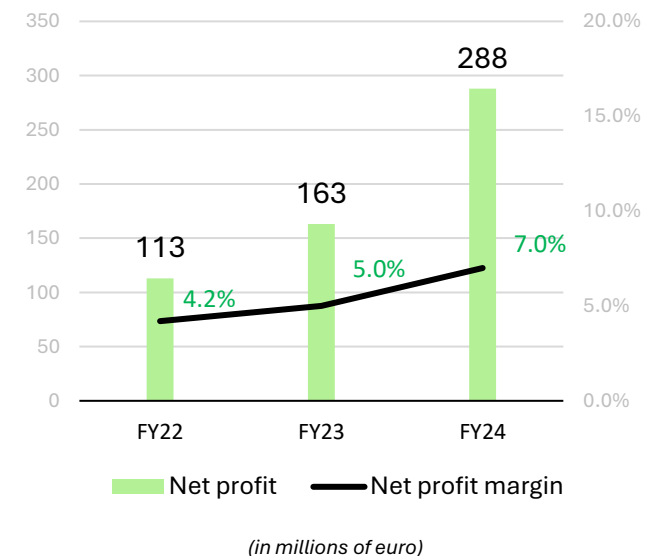
SURGE IN ALL PROFITABILITY METRICS



- EBITDA up 28% y-o-y
EBITDA margin @ 18.6%, up from 18.2%
- EBITDA margin remains solid across the board, with marked growth in Offshore Energy



- EBIT up 47% y-o-y
EBIT margin @ 9%, up from 7%
- Depreciation and impairment rose y-o-y due to investments in 'Yellowstone' and 'Sea Installer' and IFRS 16 leases

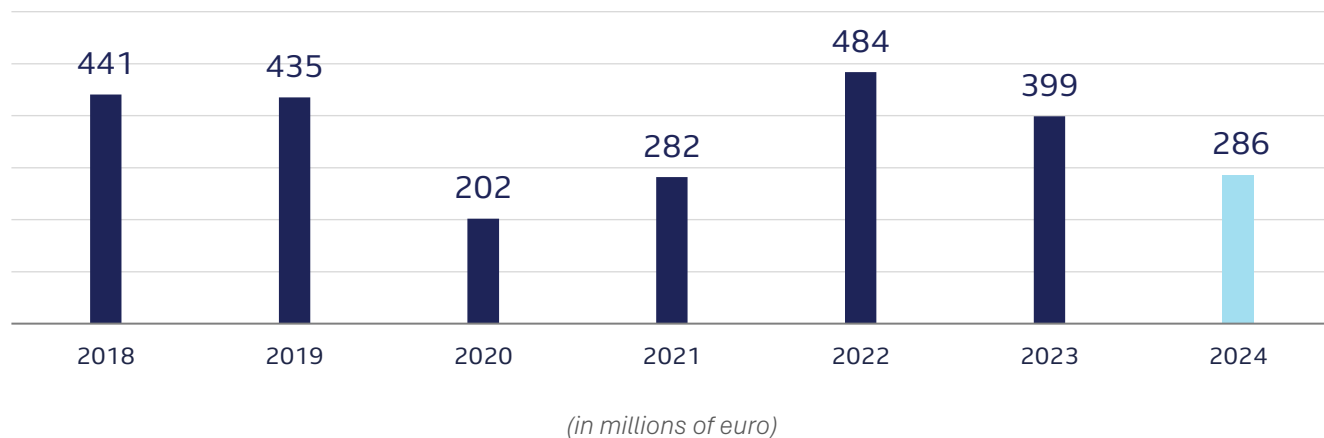


- Net profit @ 288 million euro, up 77% y-o-y
Net profit margin @ 7%, up from 5% for 2023
- Earnings per share 11.4 euro compared to 6.4 euro for 2023

FY24 – CAPEX

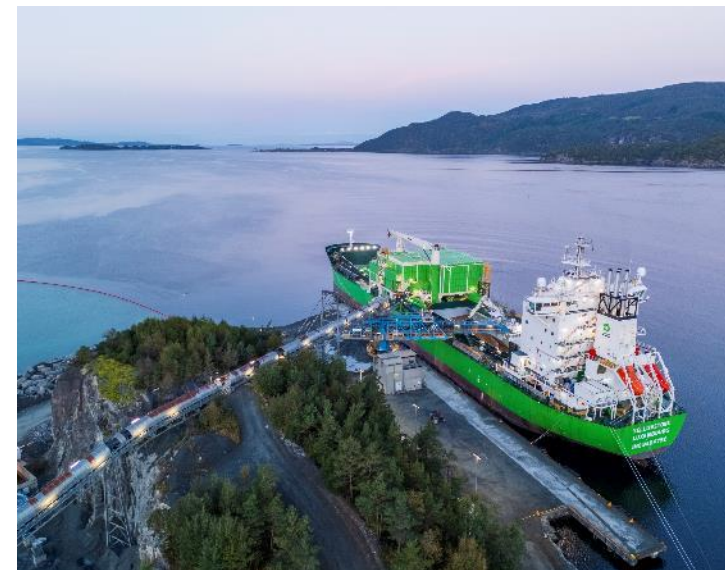
CONTINUED INVESTMENTS IN STRENGTHENING THE FLEET PAY OFF

EVOLUTION OF CAPEX¹



CAPEX HIGHLIGHTS 2024

- Increased capacity of 'Viking Neptun' with installation of a second turntable
- Maintenance investments in entire DEME fleet
- Major conversion of 'Yellowstone', a pioneering fallpipe vessel, which joined the fleet in 1H24
- 'Karina', an offshore survey vessel, added to the fleet and put into operation during 2024



2,468 million euro

**NET BOOK VALUE PROPERTY,
PLANT & EQUIPMENT**

(compared to 2,582 million euro for
2023)

FY24 – SEGMENTS

COMPLEMENTARY SEGMENTS RESULT IN DIVERSIFIED SOURCES OF INCOME

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

CONCESSIONS

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

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

ESG

UPDATE ON PROFESS

ENVIRONMENTAL

(in %)	2024	2023	2022
EU Taxonomy - Turnover			
Eligible activities	45%	42%	29%
Aligned activities	42%	33%	26%
EU Taxonomy - CapEx			
Aligned activities	46%	49%	52%
(in % of total volume)	2024	2023	2022
Reduction of GHG-intensity ¹	30%	-	27%
Low carbon fuels ²	6%	10%	6%

SOCIAL & GOVERNANCE

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

- 42% of DEME's turnover is **EU taxonomy aligned**, up from 33%, driven by strong growth in 2024 offshore wind projects and the inclusion of DEME's environmental activities, such as remediation of contaminated sites and treatment centers
- Improvement to **30% reduction of greenhouse gas** from 27% two years ago and further narrowing the gap towards the 40% target by 2030
- Low-carbon fuel consumption** decreased to 6% of total fuel usage mainly due to non-generalized adoption of alternative fuels and limited availability of low-carbon alternatives in the main regions of operations
- DEME's employee force** expanded to a headcount of 5,822, marking a 5% increase y-o-y; Significant investments and focus on retaining and attracting talent to support DEME's mid and long term growth
- Worldwide LTIFR** shows another notable y-o-y improvement and better than target of 0.20, reflecting the effect of various underlying initiatives to drive improvements

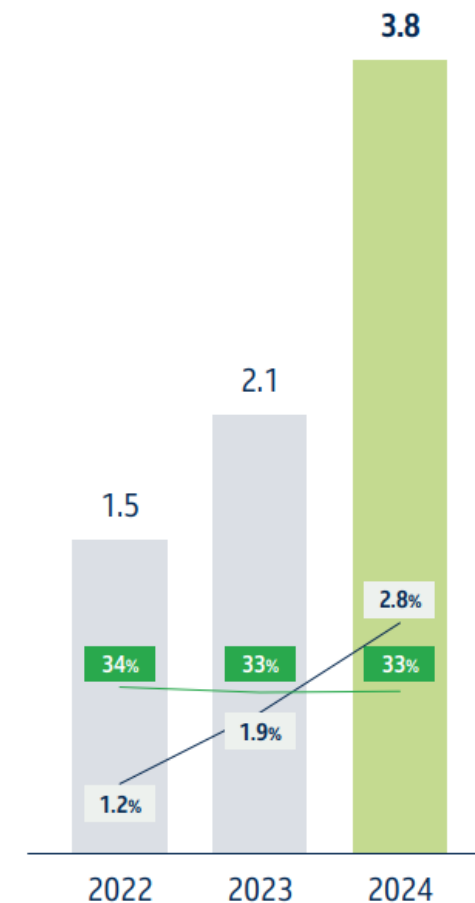
DIVIDEND

AN 81% INCREASE IN GROSS DIVIDEND

- In line with DEME's dividend policy, targeted to a pay-out ratio of 33% of the group's net profit, the Board of Directors will propose to the General Assembly a **gross dividend of 3.8 euro** per share, marking an 81% increase compared to last year.
- Subject to the approval of the General Assembly, the dividend payment date is proposed to be set at 30 May 2025.

Gross dividend

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





OUTLOOK

2025

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

- Turnover and EBITDA margin to be at least in line with 2024
- CAPEX to be around 300 million euro before larger fleet capacity expansion investments that may be decided upon to support longer term growth opportunities

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

This slide includes forward-looking statements which, although based on assumptions that the Company considers reasonable, are subject to risks and uncertainties which could cause events or conditions to materially differ from those expressed or implied by the forward-looking statements. The Company confirms that the outlook has been compiled and prepared on a basis which is (i) comparable with the historical financial information and (ii) consistent with the Company's accounting policies.

1Q25

STEADY FIRST QUARTER PERFORMANCE AND FULL YEAR OUTLOOK CONFIRMED

<i>(in millions of euro)</i>	1Q25	1Q24	1Q23
Orderbook Y-o-y growth	7,602 +1%	7,514	7,089
	1Q25	1Q24	1Q23
Turnover Y-o-y growth	993 +10%	900	672

	OFFSHORE ENERGY		DREDGING & INFRA		ENVIRONMENTAL	
<i>(in millions of euro)</i>	1Q25	1Q24	1Q25	1Q24	1Q25	1Q24
Turnover Y-o-y growth	532 +36%	390	429 -8%	467	78 -18%	94

■ Solid start of the year with **group turnover up 10% year-over-year** ; Orderbook remained solid at **7.6 billion euro** (excluding orderbook Havfram) ;

■ Guidance for the year re-affirmed

■ **Offshore Energy:** Progress on Vineyard Wind and Coastal Virginia (VS) with 'Orion', 'Living Stone', 'Viking Neptun' and 'Yellowstone' ; 'Green Jade' active on Hai Long (TW) ; Ongoing works for Île d'Yeu and Noirmoutier en Dieppe – Le Tréport (FR) ; Completing cable installation works for NNG and good progress on Dogger Bank (UK)

■ **Dredging & Infra:** Another milestone year for the infra-activities in Europe (Fehmarnbelt, Oosterweel, Princess Elisabeth Island) and good progress on a mix of maintenance works and new capital dredging projects across Europe, APAC and West-Africa

■ **Environmental** advanced its remediation activities in the BENELUX and Norway. Cargen, DEME's joint venture, introduced its active carbon treatment and remediation solution in selected first projects

■ **Concessions:** Offshore and dredging and infra-projects maintain a steady course with focus on operational and upcoming projects as well as upcoming tenders

ACQUIRING HAVFRAM (UPDATE 9/04)

STRATEGIC ACQUISITION, ENHANCING DEME'S COMPETITIVE POSITION

Havfram, a Norwegian offshore wind infrastructure company, building two next-gen offshore wind installation vessels.

- Vessels expected to be delivered in 4Q25 and early 2026 and to become operational in the course of 2026 ; equipped to install the next generation of turbines and foundations
- Orderbook of 600 million euro, including some of the world's largest offshore wind farms
- 50 seasoned people

Strategic acquisition

- Complementing DEME's offshore fleet and expertise
- Strengthening DEME's leadership and competitive positioning in both turbine and foundation installations
- Enhancing operational flexibility, interchangeability
- Aggregated transactional value of ~900m euro







FINANCIAL CALENDAR

26/08/2025	Half year 2025 results
13/11/2025	Trading update Q3 2025
25/02/2026	Full year 2025 results
27/03/2026	Annual Report
13/05/2026	Trading update Q1 2026
20/05/2026	General Assembly
26/08/2026	Half year 2026 results
17/11/2026	Trading update Q3 2026



THANK YOU

For more information

vanden.bussche.carl@deme-group.com



DEME CAMPUS

“IN THE MAKING”

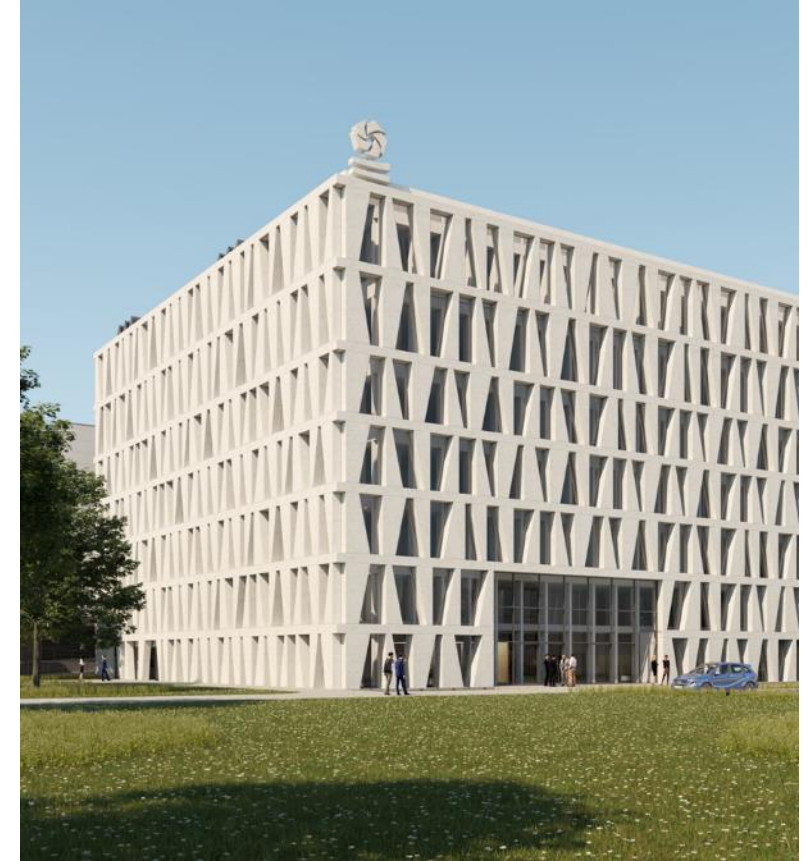
DEME LABS FINISHED JUNE 2023



PAVILION FINISHED AUTUMN 2024



DEME HQ START AUTUMN 2024





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