



THE WORLD IS OUR PROJECT

IR DECK – SEPTEMBER 2025

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AGENDA

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Introduction to DEME & its activities

2

Segments update

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Financial & non financials

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Q&A

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



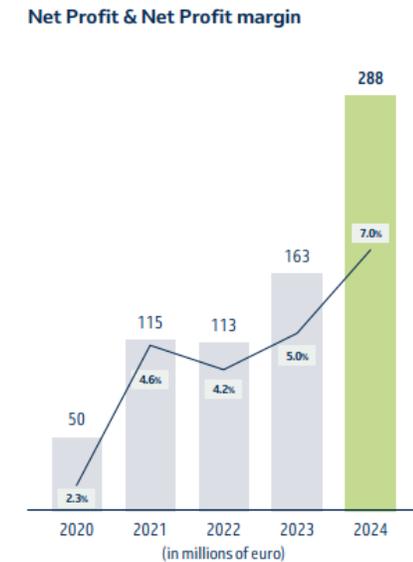
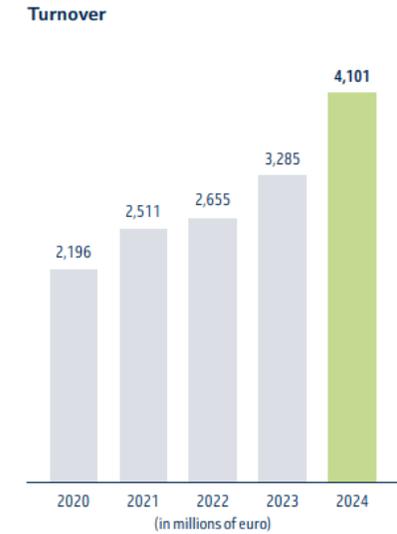
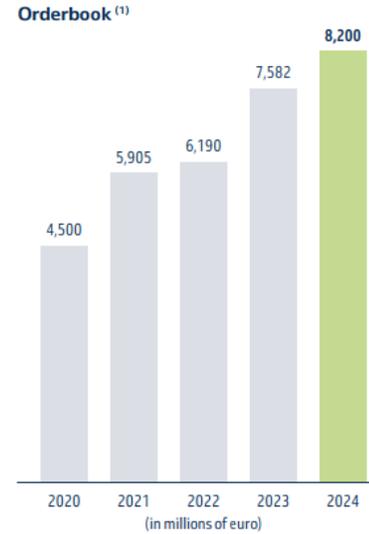
**Solid financial
performance**
Maintaining a robust
balance sheet



Growth trajectory
driven by secular
underlying trends



Market leading
in healthy segments
with high barriers



CREATING SOLUTIONS FOR GLOBAL CHALLENGES

THE WORLD IS OUR PROJECT



Growing population & increasing urbanization



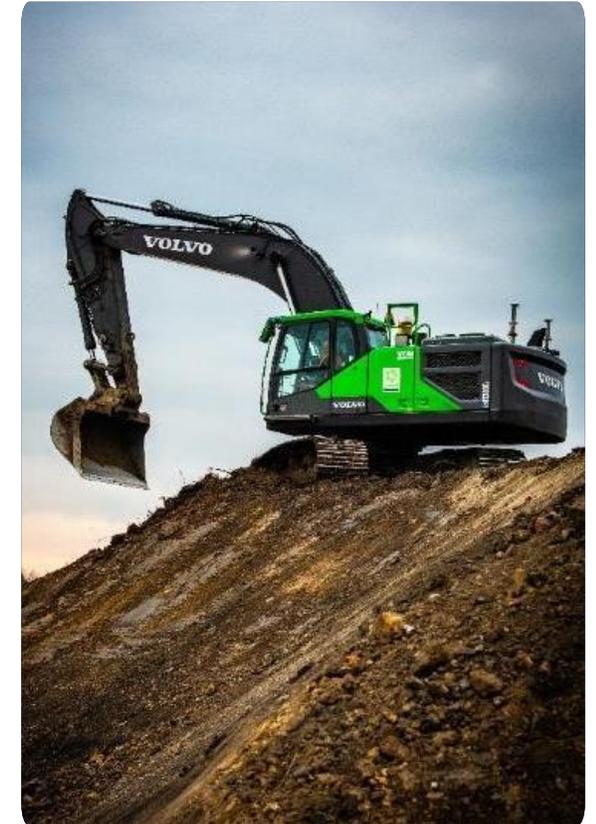
Increasing maritime trade



Global Climate Change



Environmental Challenges



LEADING IN 4 DIFFERENT SEGMENTS

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

OFFSHORE ENERGY

KEY FIGURES



2000
start offshore wind
activities



20+ dedicated
offshore energy
vessels



~85% of
Turnover



+15 k MW
capacity of installed
wind turbines



Innovation focused
with many industry
firsts



~15% of
turnover



2bn euros
turnover (2024)



Hedged against
**future industry
movements**

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



432m euros
EBITDA (2024)



Leveraging **global
developments**

- ## NON-RENEWABLES & NUCLEAR
- Decommissioning & salvaging
 - Hydrocarbons & nuclear

BROAD SERVICE OFFERING

PROVIDING FLEXIBLE SOLUTIONS FOR THE MOST DEMANDING OFFSHORE WIND PROJECTS



FOUNDATIONS

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

+2.5k foundations installed¹



CABLES

Leading market player

+5k km of cable installed¹



TURBINES

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

+3k 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

DRIVEN BY CONTINUOUS INVESTMENTS

FOUNDATIONS



ORION

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



GREEN JADE

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

CABLES



VIKING NEPTUN

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

ROCK PLACEMENT



YELLOWSTONE

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

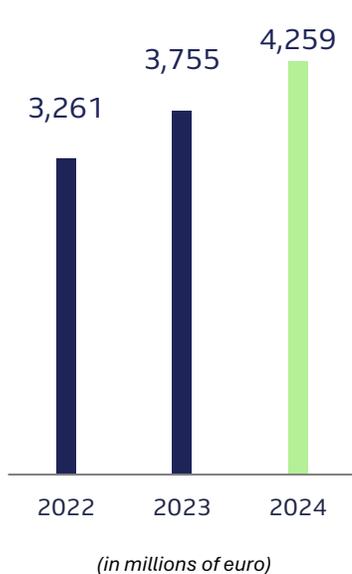
OFFSHORE ENERGY

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

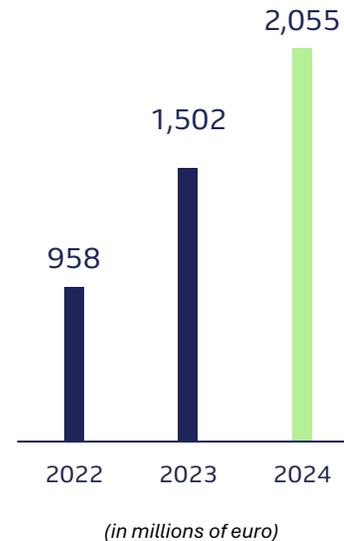
- EBITDA grew 87% driven by strong growth and disciplined and effective execution
- Higher vessel utilization reflecting a 90% occupancy; 'Yellowstone' and 'Karina' joining the fleet and upgrade for 'Viking Neptun'

ORDERBOOK

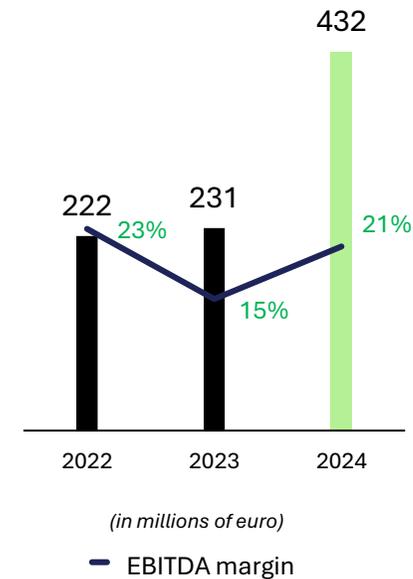


- IJMUIDEN VER ALPHA AND NEDERWIEK 1**
Cable installation works
- PRINCESS ELISABETH ISLAND**
Export cable project
- ORANJEWIND**
Inter-array cable and secondary steel
- FENGMIAO 1**
Foundation and offshore substation installation
- NORDLICHT 1 & 2**
Transport & Installaton of foundations and scour protection

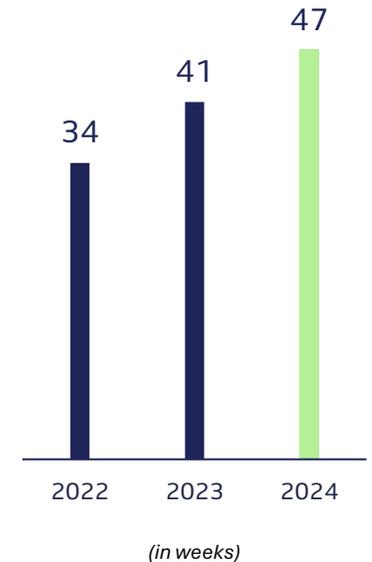
TURNOVER



EBITDA & MARGIN

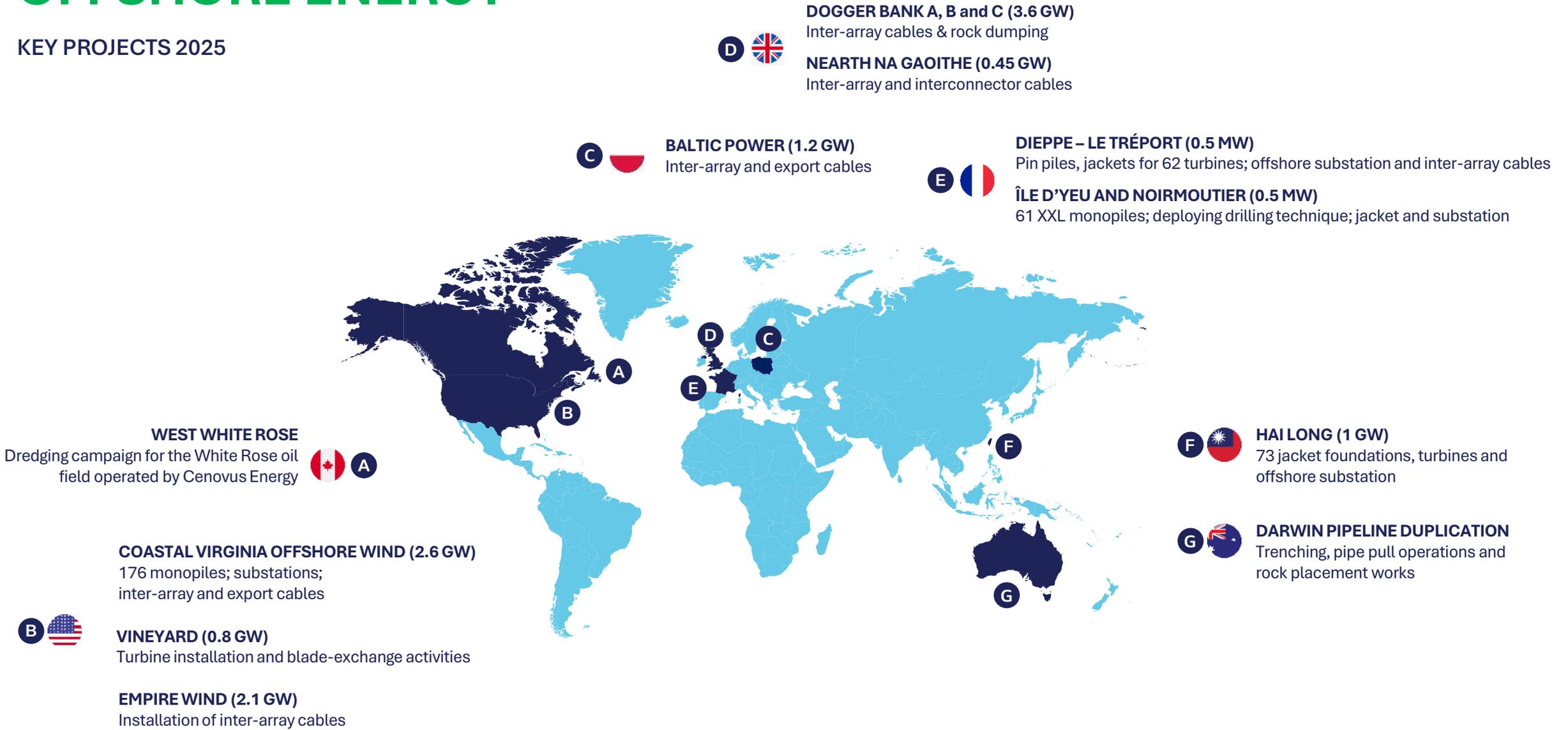


FLEET UTILIZATION



OFFSHORE ENERGY

KEY PROJECTS 2025





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

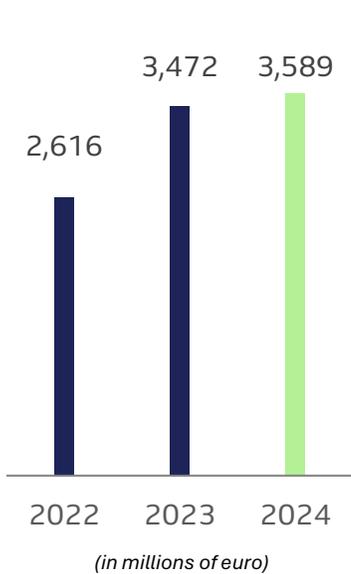
Orderbook grew 3% y-o-y with a healthy intake of new projects across various regions

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

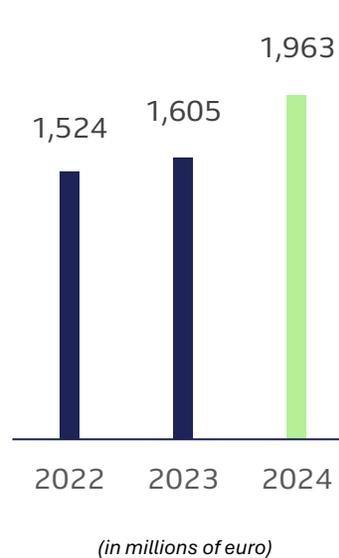
Vessel occupancy increased across the fleet driven by strong backlog including recent contract wins

ORDERBOOK

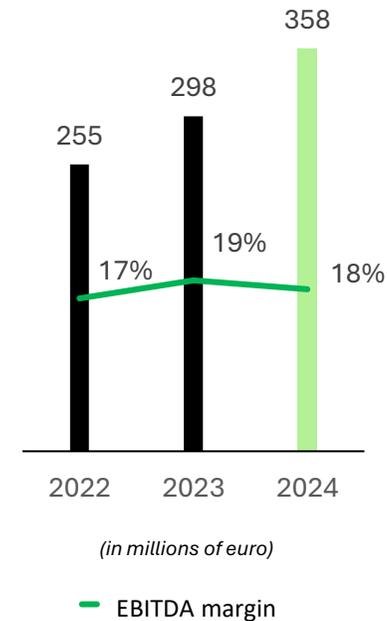


-  **GRAND LAHOU**
Coastal Protection project
-  **MALAYSIA**
Container port expansion and maintenance
-  **OOSTERWEEL**
lantwerp ring road, including immersed tunnel in the River Scheldt
-  **RAVENNA**
Extension and modernization of the port facilities
-  **CUXHAVEN**
Construction of offshore wind terminal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

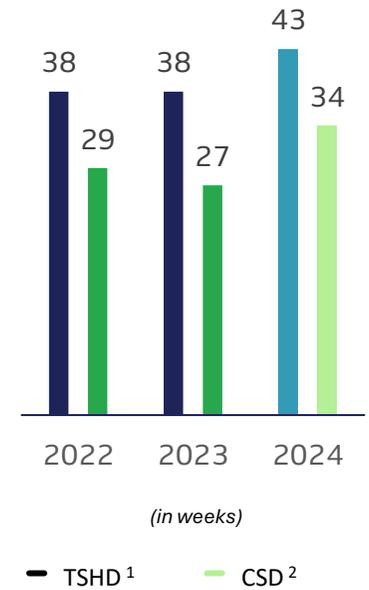
TURNOVER



EBITDA & MARGIN



FLEET UTILIZATION



DREDGING & INFRA

KEY PROJECTS IN 2025



A  **ARDERSIER ENERGY TRANSITION FACILITY**
Deepening and widening of the harbor and access channel

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

C  **OOSTERWEEL**
Completion of tunnel elements for the Scheldt Tunnel

PRINCESS ELISABETH ISLAND
Design and construction of the island's foundations

D  **FEHMARNBELT TUNNEL**
Design and construction of tunnel and portal structures

E  **KIEL CANAL/CUXHAVEN**
Widening of the Kiel Canal and construction of an offshore terminal in Cuxhaven

F  **ITALY**
Port extension works for e.g. Port of Livorno

J  **INDIA**
Port maintenance projects, and maintenance and capital dredging activities

K  **TAIWAN**
Dredging works in Taichung and seabed preparation for various projects

L  **INDONESIA**
Deepening of the access channel of Patimban

M  **AUSTRALIA**
Maintenance dredging projects at ports along the west-coast

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

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

COSTA RICA  **N**
Maintenance works for the Atlantic Terminal in the port of Moín

URUGUAY  **O**
Maintenance dredging for the Canal Martin Garcia

WEST-AFRICA  **G**
Multiple maintenance- and reclamation works

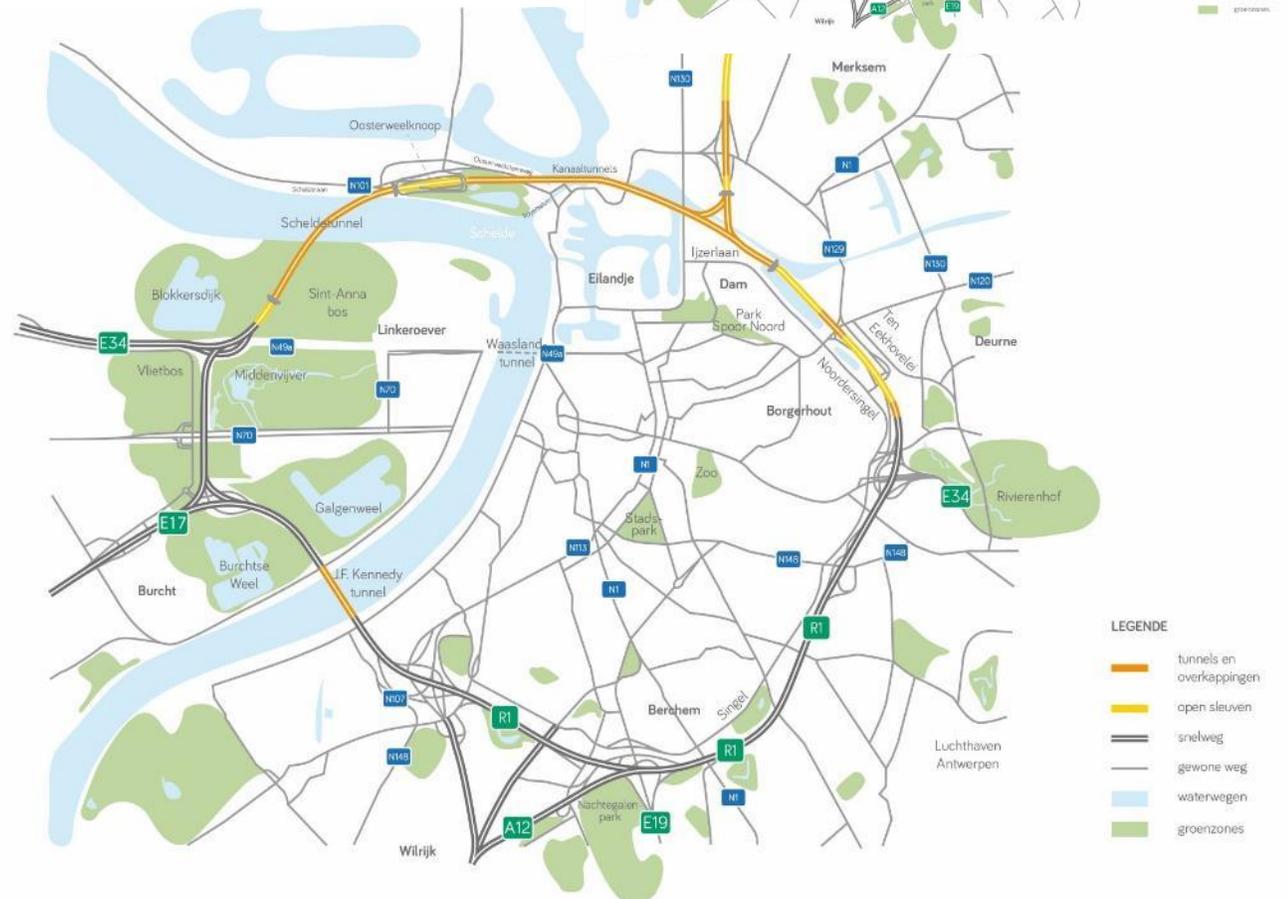


OOSTERWEEL

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

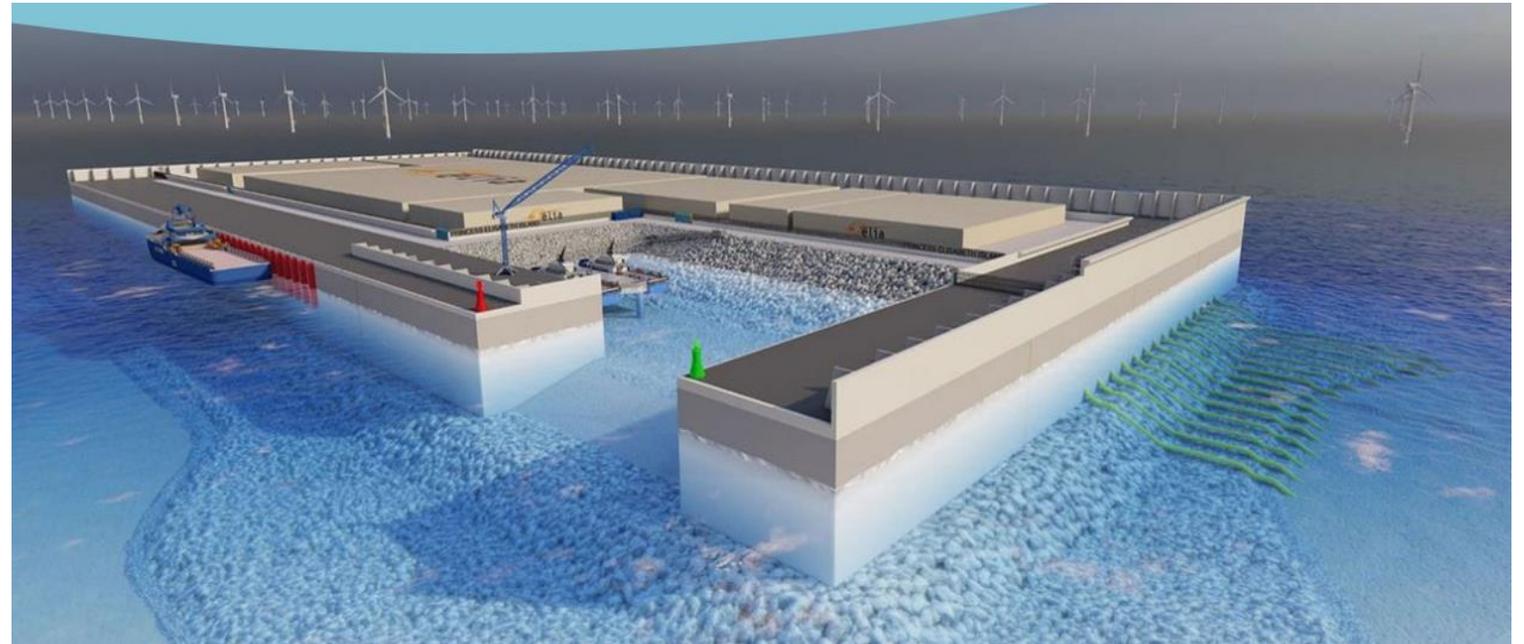
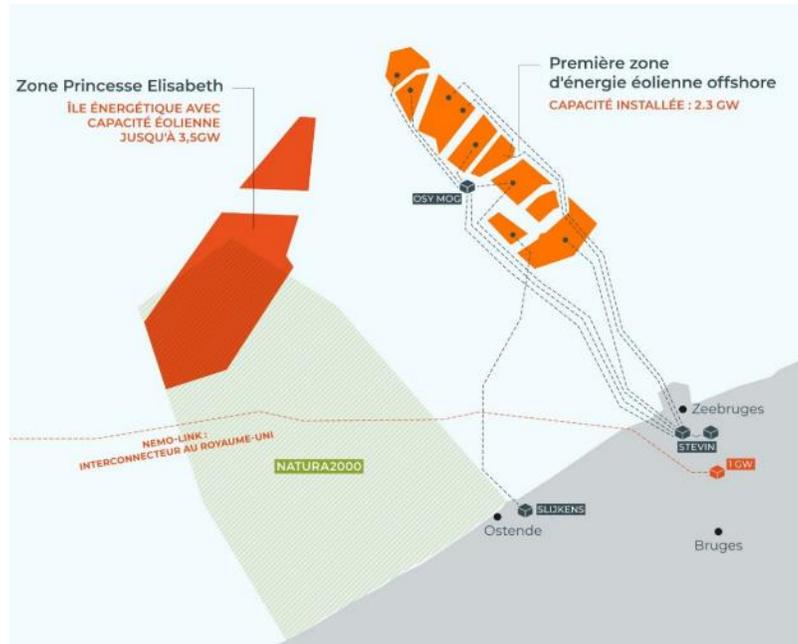




PRINCESS ELISABETH ISLAND

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

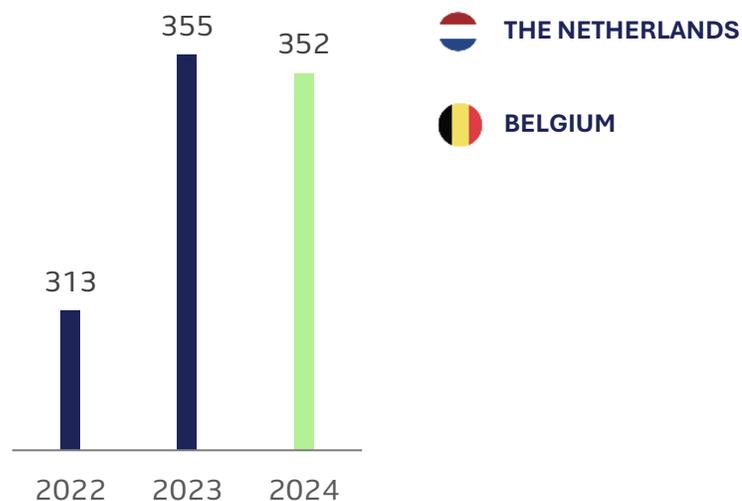
Orderbook remains stable with additional projects in the Benelux; exploring opportunities in Italy and the UK

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)

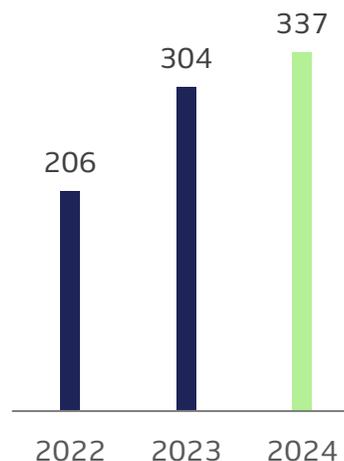
Launching 'Cargen', an innovative JV, frontrunning with active carbon based water and gas treatment, expanding the portfolio of remediation solutions

ORDERBOOK



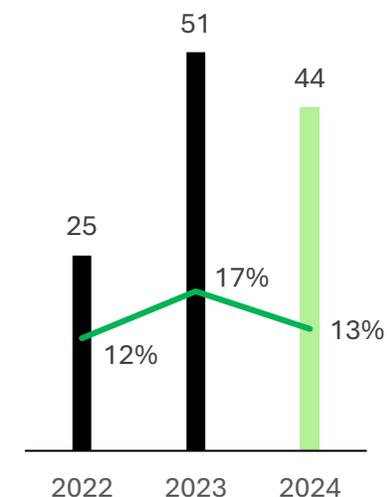
(in millions of euro)

TURNOVER



(in millions of euro)

EBITDA & MARGIN



(in millions of euro)

— EBITDA margin

ENVIRONMENTAL

KEY PROJECTS IN 2025

BERGEN

Remediation of the Slettebakken landfill contracted by the City of Bergen; >200,000 tons of landfill waste



GORINCHEM-WAARDENBURG (GOWA)

23 km dike reinforcement project, part of the National Flood Protection Program



MARKEN

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

OOSTERWEEL

Treating PFAS polluted soils

WILLEBROEK

Remediation project for WDP

SERAING

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



FELUY

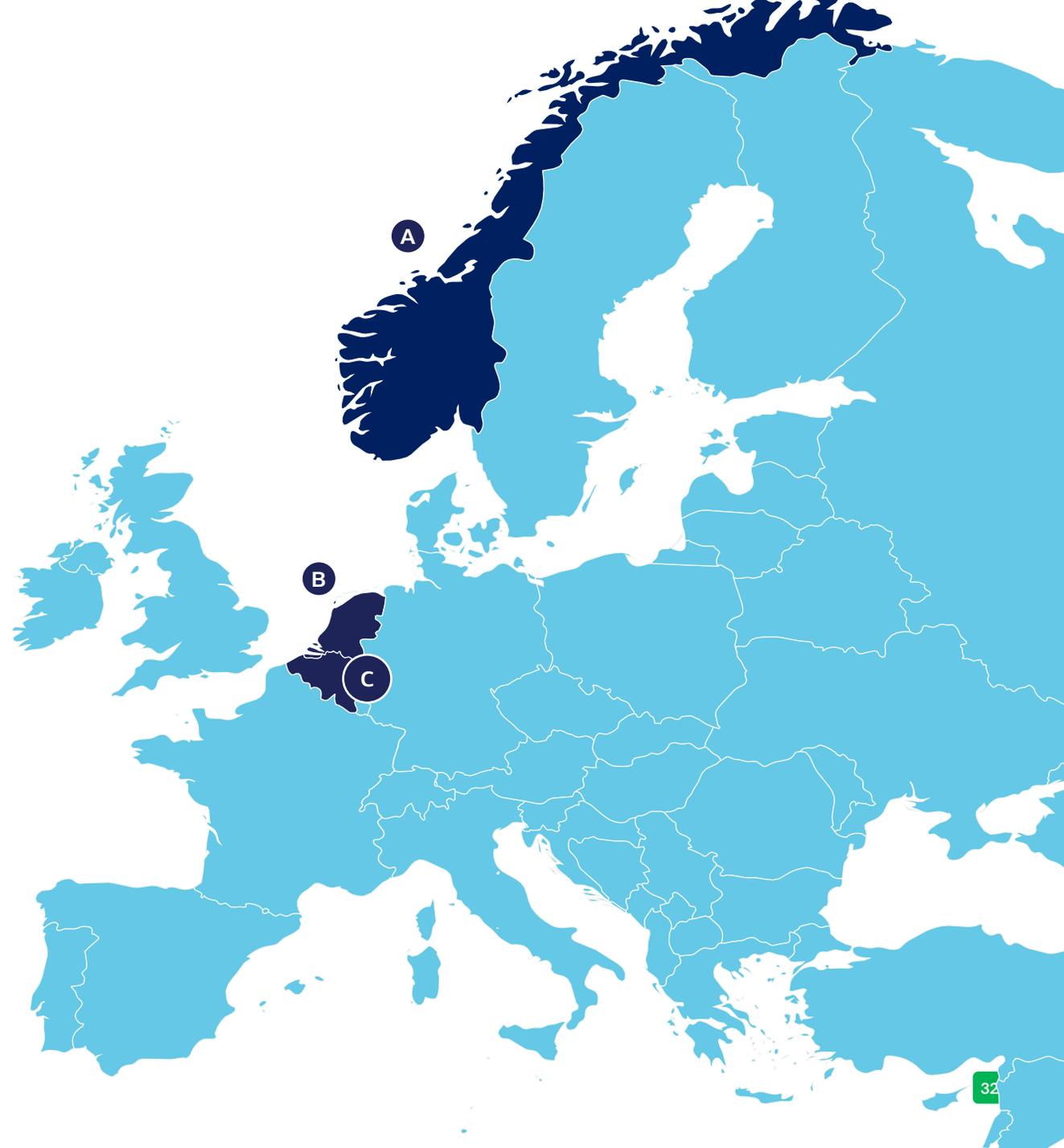
Remediation of former industrial brownfield site

BLUE GATE ANTWERP

Full-scale development phase of the site

MEUSE RIVER

Dredging operations and ecosystem restoration





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

AND GENERATING RECURRING INCOME

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

CONCESSIONS

LEVERAGING UNIQUE COMBINATION OF TECHNICAL AND FINANCIAL CAPABILITIES



OFFSHORE WIND

- Stakes in Offshore wind with total installed capacity of +1 GW (Rentel, SeaMade)
- Advancing on the ScotWind concession project and preparing for upcoming tenders in e.g. Belgium



DREDGING & INFRA

- Involved in marine infrastructure projects
 -  Port La-Nouvelle
 -  Blankenburg
 -  Cap Duqm
- Exploring new opportunities & advancing on the new terminal project for the port of Swinoujscie (Poland)



GREEN HYDROGEN

- Advancing hydrogen development initiatives
- **HYPOR[®] Duqm**: Laying the groundwork for green hydrogen development with focus on HYPOR Duqm in Oman
- Advancing on a project roadmap aimed at unlocking a dedicated and suitable end-market



DEEP-SEA HARVESTING

- Global sea mineral resources
- GSR continues to monitor developments around deep-sea mining regulations

3

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

1H25

KEY FINANCIAL HIGHLIGHTS

<i>(in millions of euros)</i>	1H25	1H24	1H23
Order book y-o-y growth	7,521 -1%	7,622 -0%	7,654 +36%
Turnover y-o-y growth	2,117 +10%	1,916 +30%	1,475 +14%
EBITDA Margin	464 21.9%	345 18.0%	222 15.0%
Depreciation & impairment	-241	-195	-165
EBIT Margin	223 10.6%	150 7.8%	57 3.9%
Net profit	179	141	30

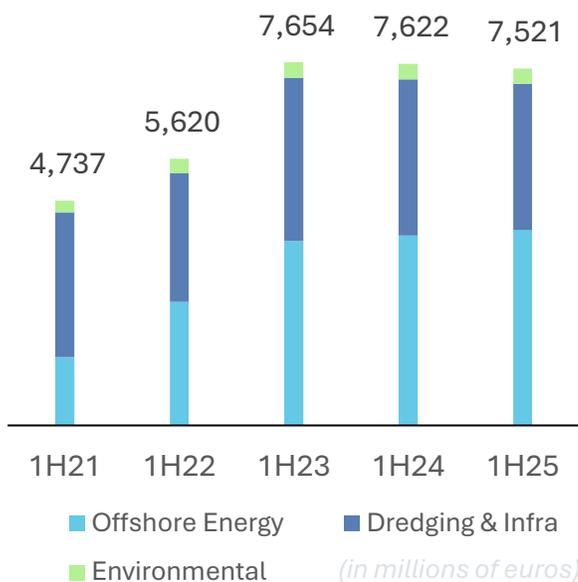
<i>(in millions of euros)</i>	1H25	FY24	1H24
Investments²	141	286	167
Free cash flow³	-414	729	278
Net financial cash (debt)	-418	91	-352

- Order book remains at healthy level of 7.5 billion euros
- Turnover +10%, surpassing the 2 billion euros mark, fueled by solid growth for Offshore Energy
- EBITDA, EBIT growing at a faster rate than turnover, +35% and +49% y-o-y, respectively
- Higher depreciation vs 1H24 and 1H23
Driven by the accelerated depreciation of an Offshore Energy tooling and the depreciation of the converted Yellowstone, added to the fleet in 2Q24
- Net profit y-o-y increase of 27%
Driven by the increase of operating profitability, and partially offset by less favorable financial results
- CapEx declined y-o-y
Excluding the Havfram acquisition, investments amounted to 141 million euros - primarily allocated to lifetime extensions and capitalized maintenance
- Strategic acquisition in 1H25 - Havfram
- Net financial debt-to-EBITDA ratio remained at 0.5, the same level as a year ago

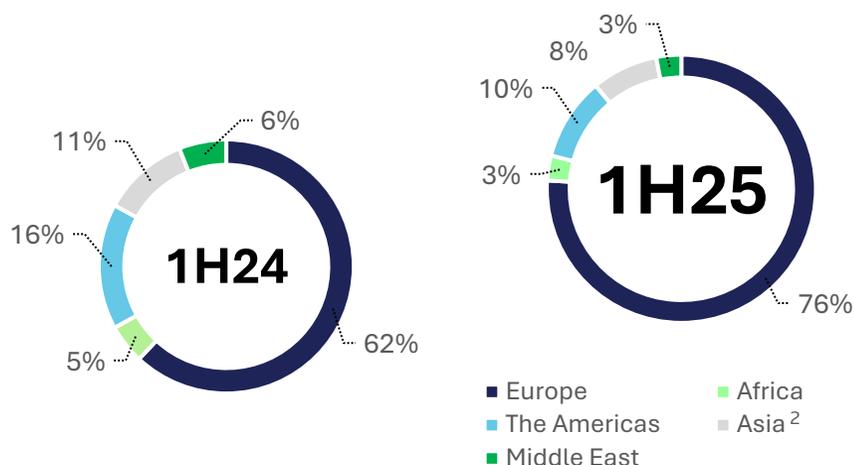
1H25 – GROUP ORDER BOOK ¹

ORDER BOOK REMAINS SOLID

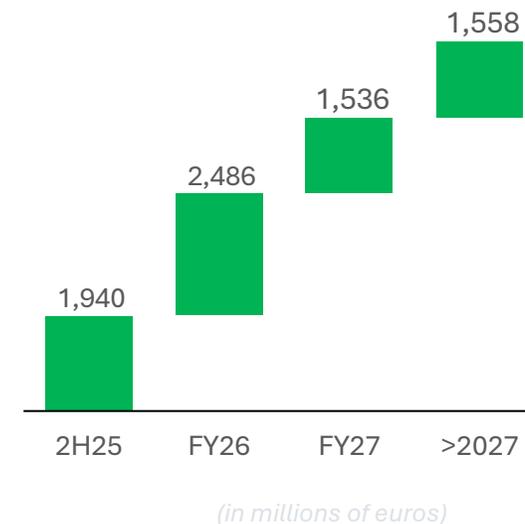
Order book



Geographical breakdown



Order book run-off

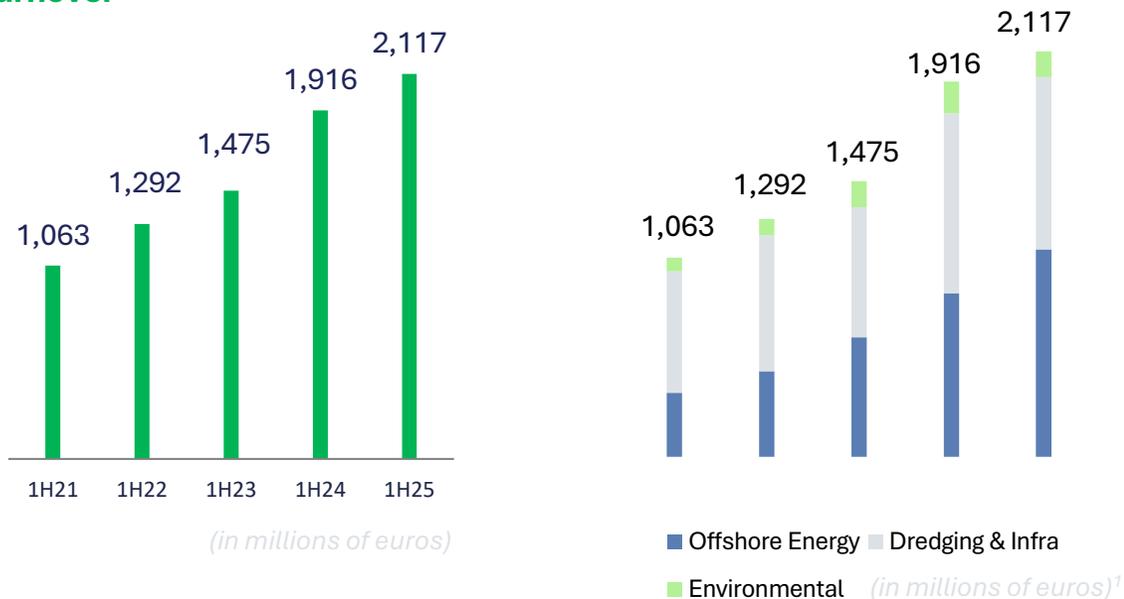


- Order book remained solid at 7.5 billion euros compared to 7.6 billion euros a year ago and 8.2 billion euros at the end of 2024
- Order book includes 530 million euros Havfram orders as well as follow-on contracts and smaller projects
- Europe retained its leading position, accounting for 76% of the backlog, and growing 20% y-o-y
- Exposure to the Americas market represents now 10% of the order book, compared to 16% a year ago and 12% at end of 2024, reflecting solid project execution
- Order book run-off supports our topline guidance for the year and provides near-term visibility
- Run-off volume for 2H25 in line with a year ago and volumes exceeding 5.5 billion euros for 2026 and beyond

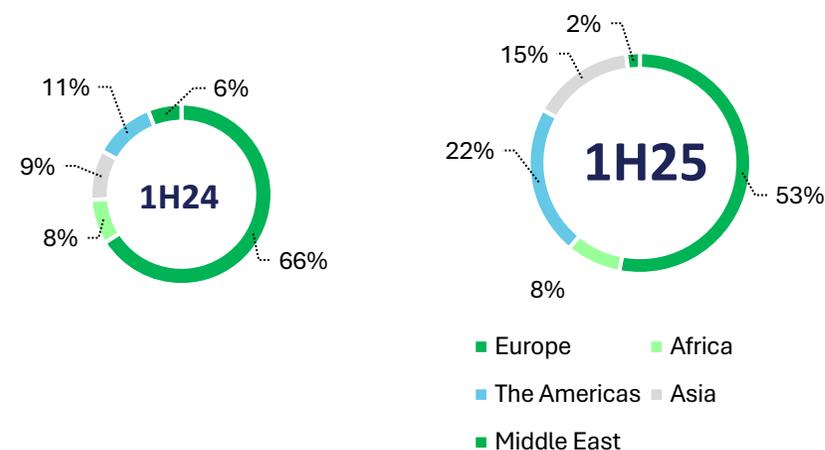
1H25 – GROUP TURNOVER

SEGMENT BREAKDOWN - GROUP TURNOVER GREW 10% WITH STRONG GROWTH IN OFFSHORE ENERGY

Turnover



Geographical breakdown



■ 10% growth year-over-year

■ Growth of group turnover driven by Offshore Energy (+27%) reflecting high activity levels and effective project execution

■ Turnover doubled over last 5 years

■ The other contracting segments registered softer y-o-y revenues, mainly due to project phasing and a strong comparison base

■ Europe continues to be DEME's primary region, with more than 50% of the group's turnover

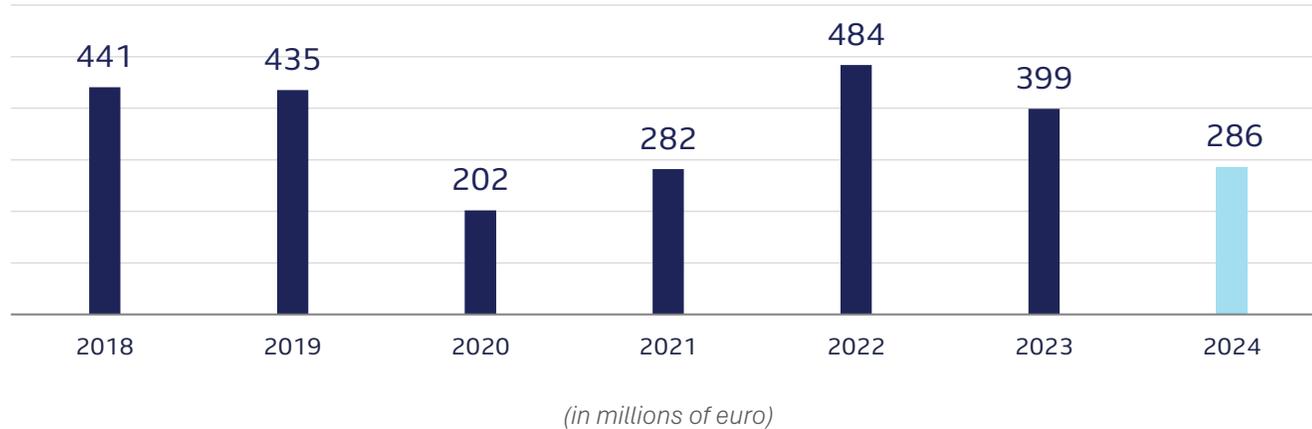
■ The Americas delivered strong growth with effective execution on ongoing offshore projects

■ Asia also robust y-o-y growth supported by projects in Taiwan

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

1H25 – SEGMENTS

COMPLEMENTARY SEGMENTS CONTRIBUTE TO A BALANCED AND DIVERSIFIED REVENUE STREAM

<i>(in millions of euros)</i>	OFFSHORE ENERGY		DREDGING & INFRA		ENVIRONMENTAL	
	1H25	1H24	1H25	1H24	1H25	1H24
Turnover ¹	1,141	898	948	992	142	175
Y-o-y growth	+27%		-4%		-19%	
EBITDA	358	164	117	189	22	23
Margin	31%	18%	12%	19%	15%	13%
EBIT ²	232	80	0	77	16	18
Margin	20%	9%	0%	8%	11%	10%

CONCESSIONS

<i>(in millions of euros)</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 euros)</i>	1H25	1H24
Net result from associates	5	11

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

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

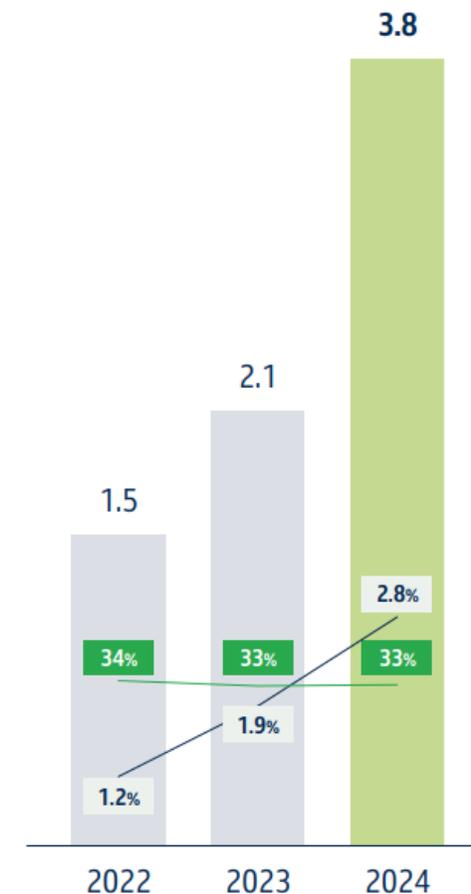
DIVIDEND

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

“Our long-term vision and continued focus on innovation are clearly paying off.

Given this strong first half-year performance, we are reaffirming our topline guidance and are raising our profitability outlook for the year.”

Based on a solid first half performance and taking into account the outlook for the second half of the year, DEME’s management expects

- full-year turnover to be at least in line with 2024
- full-year EBITDA margin to slightly exceed 20%
- and reaffirms full-year CapEx at approximately 300 million euros, excluding the expenditures for the Havfram acquisition

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.

ACQUIRING HAVFRAM

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 530 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

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.



The Norse Wind newbuild project has reached a significant milestone with the successful completion of its full height jacking test in August.





FINANCIAL CALENDAR

Trading update Q3 2025

November 13, 2025

Full-year results 2025

February 26, 2026

Trading update Q1 2026

May 13, 2026

Annual General Meeting

May 20, 2026

Half-year results 2026

August 26, 2026

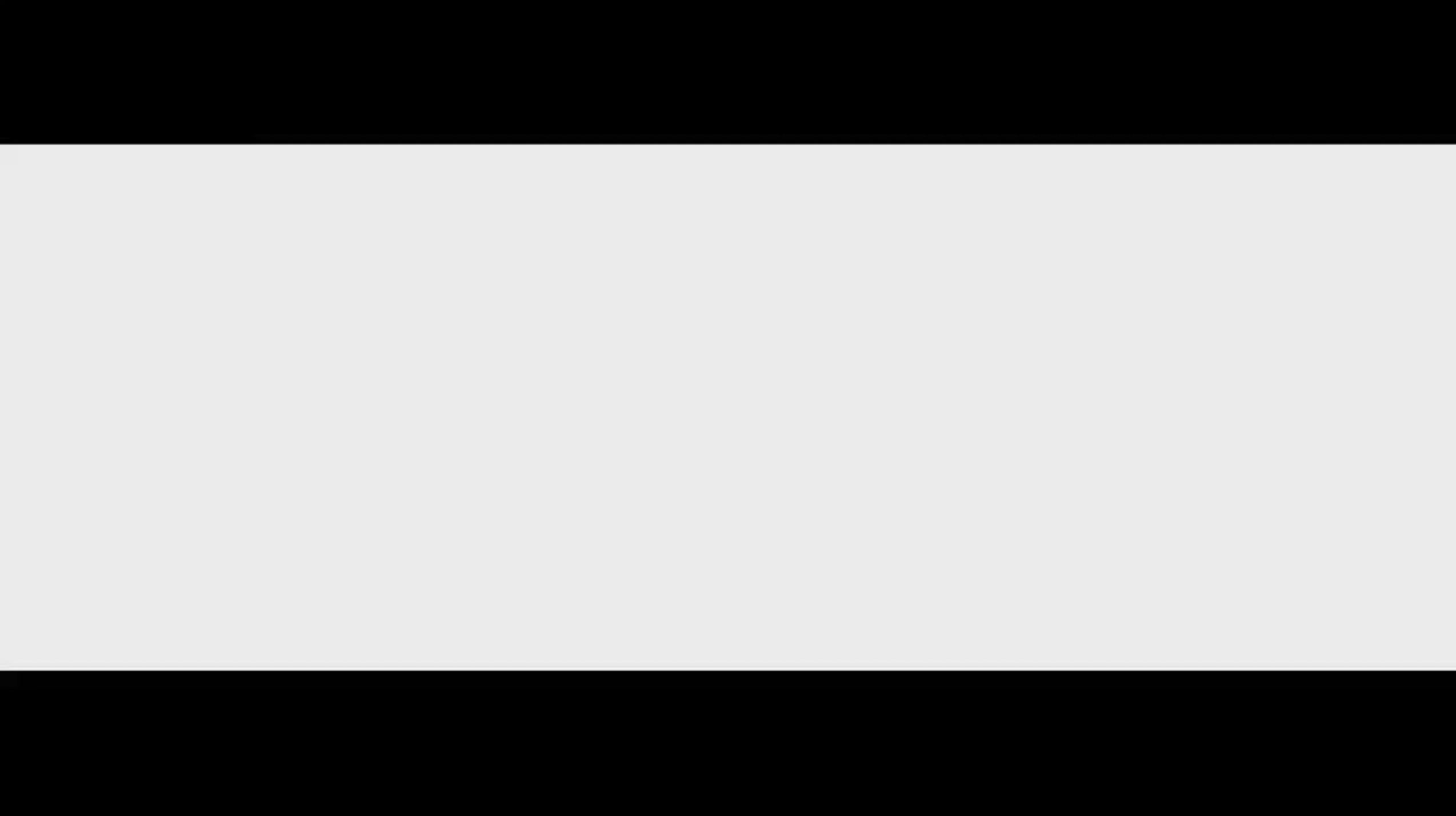


THANK YOU

For more information

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OFFSHORE ENERGY

PERFORMANCE DASHBOARD 1H25

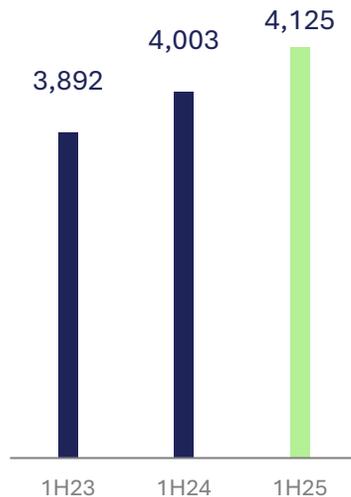
Order book reached 4.1 billion euros, up from 4.0 billion euros, including the addition of Havfram order book, add-ons to existing projects and addition of smaller new contracts

EBITDA grew 118% driven by strong turnover growth and disciplined and effective execution

Revenue exceeded 1 billion euros, reflecting 27% growth, almost doubling in 2 years

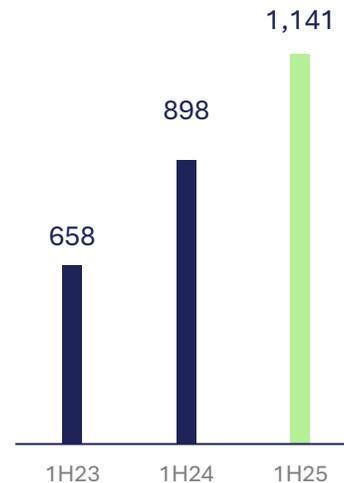
Effective vessel planning and good utilization @ 23 weeks, in line with last year

ORDER BOOK



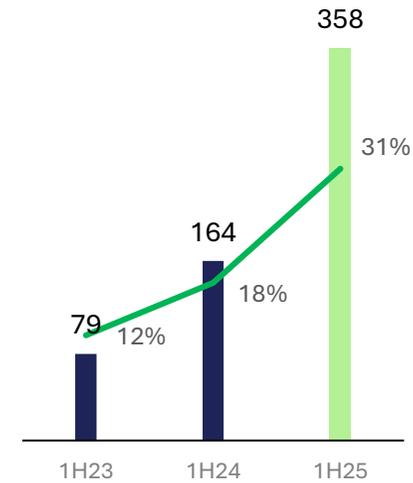
(in millions of euros)

TURNOVER



(in millions of euros)

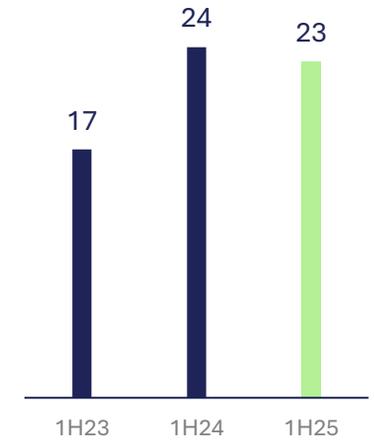
EBITDA & EBITDA MARGIN



(in millions of euros)

— EBITDA margin

FLEET UTILIZATION RATE



(in weeks)

DREDGING & INFRA

PERFORMANCE DASHBOARD 1H25

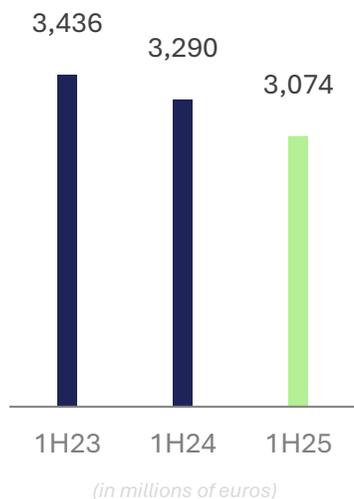
Order book -7% compared to last year; remains healthy at over 3 billion euros and with continued strong tender activity

Turnover relatively stable compared to a strong 1H24 on the back of sustained capital and maintenance dredging works globally and marine infrastructure works in Europe

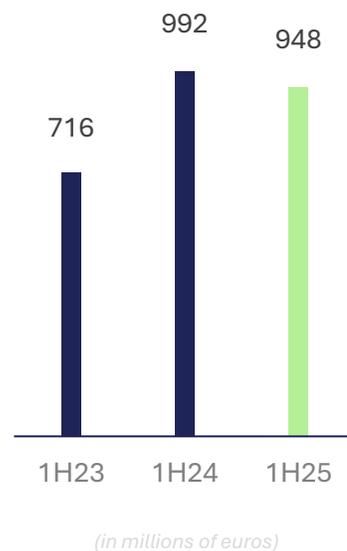
EBITDA margin declined to 12% largely due to adverse results on a marine infrastructure project

Lower occupation y-o-y for the hoppers due to scheduled dockings and notable lower cutter utilization, reflecting temporarily soft demand

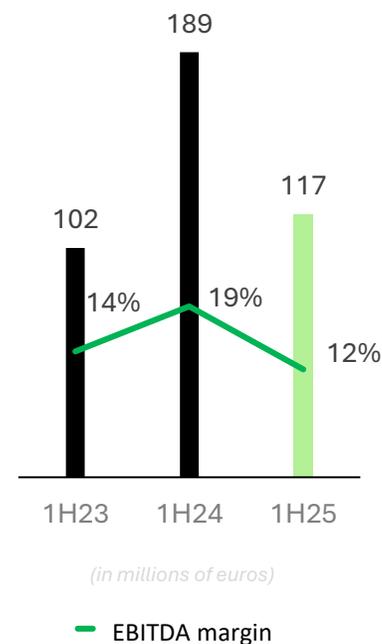
ORDER BOOK



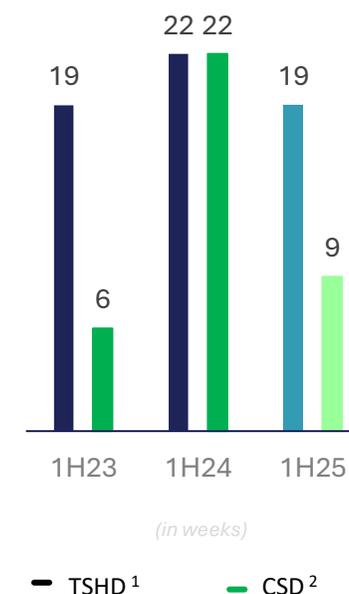
TURNOVER



EBITDA & EBITDA MARGIN



FLEET UTILIZATION RATE



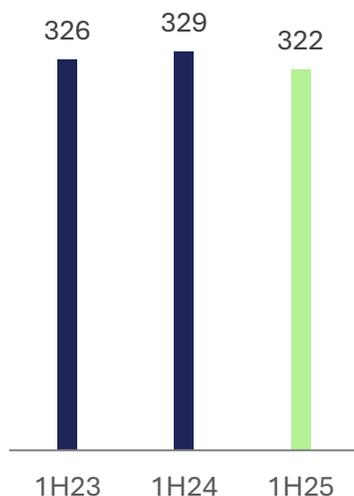
ENVIRONMENTAL

PERFORMANCE DASHBOARD 1H25

- Order book remains stable with projects in the Benelux; exploring opportunities in Italy and the UK
- Turnover of 142 million euros with work on long-term and complex remediation and high water protection projects in Belgium and the Netherlands

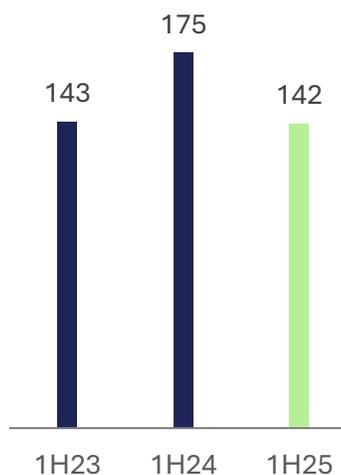
- EBITDA margin of 15%, up from 13% a year ago
- Expanding treatment capacity in Belgium and the Netherlands
Making progress with the Cargen joint venture, deploying filter technology in initial projects

ORDER BOOK



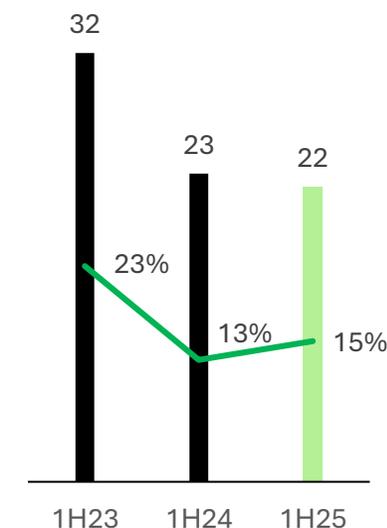
(in millions of euros)

TURNOVER



(in millions of euros)

EBITDA & EBITDA MARGIN



(in millions of euros)

— EBITDA margin

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