Groupe DEME : Les travaux maritimes et offshore, et les Sustainable Development Goals (SDGs)

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Chairman & Managing Director DEME Concessions nv &
GSR (Global Seamineral Resources) nv
Groupe DEME: Les travaux maritimes et offshore, et les Sustainable Development Goals (SDG’s)

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# ABOUT THE DEME-GROUP
FROM PROJECT MANAGER TO COO / CEO / DIRECTOR

<table>
<thead>
<tr>
<th>From PROJECT MANAGER to COO/CEO/DIRECTOR</th>
<th>1980 - 1985</th>
<th>Project Manager</th>
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<tr>
<td></td>
<td>1985 – 1990</td>
<td>General Manager Hydro Soil Services nv</td>
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<td>1990 – 1995</td>
<td>Manager Benelux Division &amp; Diversifications</td>
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<td>1995 – 2000</td>
<td>General Manager Dredging International nv</td>
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<td>2000 – 2006</td>
<td>Chief Operating Officer (COO) DEME nv</td>
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<td>2006 – 2018</td>
<td>Chief Executive Officer (CEO) DEME nv</td>
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<td>2019 -</td>
<td>Chairman &amp; Managing Director DEME Concessions nv &amp; GSR (Global Sea Mineral Resources) nv</td>
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ABOUT THE
DEME-GROUP

1
ABOUT THE DEME-GROUP
HISTORY LINE

1875 1876 1930 1974 1991

Baggerwerken Decloedt

1875

Ackermans & van Haaren

1876

Société Générale de Dragage

1930

Dredging International

1974

DEME

1991
ABOUT THE DEME-GROUP
SHAREHOLDER STRUCTURE

60.84%

CFE

100%

DEME

39.16%

Public
(including VINCI)
ABOUT THE DEME-GROUP
OUR STRENGTHS

► More than **140 years** of experience in its core dredging and land reclamation activities
► A global player active in **+90** different countries and a fleet of **+100** main vessels backed by a broad range of auxiliary equipment
► Advocating a consistent **partnering** philosophy
► Priority focus on Quality, Health, **Safety** and Risk Management
► Promoting **sustainable development** as a strategic driving force
► Making the difference through high-tech **innovation**
► About **5,200** highly skilled people
ABOUT THE DEME-GROUP
FLEET INVESTMENT

- WORLD'S FIRST DUAL FUEL HOPPER DREDGERS
- SELF-PROPELLED DP2 JACK-UP VESSEL APOLLO
- MEGA CUTTER SUCTION DREDGER SPARTACUS
- MULTIPURPOSE AND CABLE LAY VESSEL LIVING STONE
- DP3 OFFSHORE INSTALLATION VESSEL ORION
ABOUT THE DEME-GROUP

OUR CORE VALUES

S - SAFETY
The personal safety and health of employees and stakeholders is our greatest responsibility. Everyone has the right to work in a safe and risk-free environment at all times.

T - TECHNICAL LEADERSHIP
With an empowered and the right team culture, we aim to improve all aspects of our work process and develop tailor-made solutions to the needs and challenges of our customers.

R - RESPECT & INTEGRITY
Our employees are trained and motivated towards the challenges of individuality and diversity, as well as equal opportunities. Our relationships with suppliers, subcontractors and partners reflect respect, understanding, and ethical business practices. We observe all applicable laws and regulations of the countries to which we are active. We respect human rights and prohibit unlawful discrimination.

I - INNOVATION
Innovation is the cornerstone of our achievements. We continuously grow our businesses by developing new, value-adding services and solutions.

V - VALUE CREATION
We make result- and sustainability-driven decisions in order to ensure long-term growth for the benefit of employees, customers and shareholders, including financial discipline to keep our company healthy.

E - ENVIRONMENT
We protect the environment and avoid any negative impact on the communities in which we do business.
A steady transformation of the group into a global solutions provider
ABOUT THE DEME-GROUP

ACTIVITY LINES | GLOBAL SOLUTIONS PROVIDER

DREDGING AND LAND RECLAMATION

OFFSHORE

ENVIRONMENTAL

INFRA MARINE

DEME CONCESSIONS

GSR
ABOUT THE DEME-GROUP
EVOLUTION OF TURNOVER

Evolution of turnover in mio €

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<td>Value</td>
<td>1,402.60</td>
<td>1,800.60</td>
<td>1,765.80</td>
<td>1,914.90</td>
<td>2,531.60</td>
<td>2,419.60</td>
<td>2,286.10</td>
<td>1,978.20</td>
<td>2,356.00</td>
<td>2,645.80</td>
<td>2,622.00</td>
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FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR: “CREATING LAND FOR THE FUTURE”
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR
“CREATING LAND FOR THE FUTURE”

- Maintenance dredging works on the River Scheldt and the Belgian Coast
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR
“CREATING LAND FOR THE FUTURE”

Suez Canal: deepening & widening works (many times between 1980 and 2015)

9 dredging vessels
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR

“CREATING LAND FOR THE FUTURE”

- Panama Canal: deepening & widening works
- Singapore: Tuas Container Terminal
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR

“CREATING LAND FOR THE FUTURE”

- Joint Company Hydro Soil Services nv (50% Smet Boring – 50% DI) as from 1985; later became GeoSea nv (100% DEME); now DEME Offshore
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR

“CREATING LAND FOR THE FUTURE”

- TIDEWAY bv, now DEME Offshore
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR

“CREATING LAND FOR THE FUTURE”

SEAMADE offshore windfarm, Belgian coast

RENTEL, offshore windfarm, Belgian coast

DEME Proprietary Information │ Commercial in confidence (see last page)
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR

"CREATING LAND FOR THE FUTURE"
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR

“CREATING LAND FOR THE FUTURE”
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR

“CREATING LAND FOR THE FUTURE”
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR

“CREATING LAND FOR THE FUTURE”

- DEC (DEME Environmental Contractors) nv
- Amoras, Antwerp
- GRC (Grond Recyclage Centrum), Kallo
- London Olympics, UK
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR
“CREATING LAND FOR THE FUTURE”

Zeesluis, Terneuzen (NL)

Fehmarnbelt tunnel (DK)

- DEME Infra Marine
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR
“CREATING LAND FOR THE FUTURE”

Charlemagne, Vlissingen

DBM (DEME Building Materials) nv: sustainable dredging of sand and gravel
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR
“CREATING LAND FOR THE FUTURE”

- GSR: Sustainable mining of minerals

1. 17 Exploration Contracts
2. 1.3% Ni, 1.2% Cu, 27% Mn, 0.25% Co, 0.05% Mo
3. 40% of CCFZ supplies enough materials for the replacement of the entire global ICE fleet with Eve
4. Replaces 23 years of Ni, 35 years of Cu, and 16 years of Co mining for batteries only
FROM A DREDGING (SUB-) CONTRACTOR TO A MULTIDISCIPLINARY EPC-CONTRACTOR
“CREATING LAND FOR THE FUTURE”
FRAMEWORK FOR SUSTAINABLE VALUE CREATION BASED ON “THE SDG’s”
FRAMEWORK FOR SUSTAINABLE VALUE CREATION BASED ON “THE SDG’s”

OUR COMMITMENT TO THE UN AGENDA 2030

- Signing of the SDG-Charter by DEME in October 2016 together with Minister DE CROO, as one of the first Belgian companies
FRAMEWORK FOR SUSTAINABLE VALUE CREATION BASED ON “THE SDG’s”
OUR COMMITMENT TO THE UN AGENDA 2030
FRAMEWORK FOR SUSTAINABLE VALUE CREATION BASED ON “THE SDG’s”
8 KEY SUSTAINABILITY THEMES - 17 underlying Sustainable Development Goals
FRAMEWORK FOR SUSTAINABLE VALUE CREATION BASED ON “THE SDG’s”
FRAMEWORK FOR SUSTAINABLE VALUE CREATION BASED ON “THE SDG’s”

HOW WE CONTRIBUTE TO
THE SUSTAINABLE DEVELOPMENT GOALS

- Solutions for the rising sea level
- Solutions for polluted rivers and soils
- Solutions for reduction of emissions
- Solutions for scarcity of resources
- What about the ever growing population in coastal areas?
FRAMEWORK FOR SUSTAINABLE VALUE CREATION BASED ON “THE SDG’s”
FOUR INNOVATIONS RELATED TO SDG’s

**FLEET OF THE FUTURE**
DME

**GREEN HYDROGEN**
DME CONCESSIONS

**CLEANING OUR WATERWAYS FROM PLASTIC**
DEC

**RE-GREENING AND RE-FORESTATION USING DREDGED MATERIAL**
DME CONCESSIONS
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