

# COMPETITOR ANALYSIS

Boskalis

Van Oord

Jan De Nul

DEME

## Disclaimer

All rights reserved. All information used in the publication of this report has been compiled from public available resources that are believed to be reliable, however we do not guarantee the accuracy or completeness of this report and have not sought for this information to be independently verified. Forward-looking information or statements in this report contain information that is based on assumptions, forecasts of future results, estimates of amounts not yet determinable, and therefore involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of their subject matter to be materially different from current expectations.

No part of this publication may be modified, manipulated, reproduced, distributed, or transmitted in any form by any means, including photocopying, recording, or other electronic or mechanical methods, without prior written permission of the publisher.

## PROFITABILITY

### P&L Financial Figures Boka - Van Oord - JDN - DEME - Great Lakes - CCCC period 2001-2020 in mio EUR

	2015	2016	2017	2018	2019		2016-2020	2011-2020	2006-2020	2001-2020
<b>Boskalis</b>						<b>2020</b>				
Turnover	3.240	2.596	2.343	2.570	2.645	2.525	12.678	28.111	38.277	43.617
EBITDA	885	661	437	354	376	404	2.231	5.977	8.083	8.857
EBIT	563	-458	252	-401	111	-56	-552	1.818	3.204	3.601
Net Group Profit	444	-562	185	-434	75	-97	-832	973	2.089	2.417
<b>Van Oord</b>						<b>2020</b>				
Turnover	2.579	1.713	1.530	1.876	1.644	1.677	8.440	18.155	26.221	
EBITDA	406	333	290	306	254	226	1.409	2.997	4.413	
EBIT	239	147	133	145	88	59	572	1.462	2.353	
Net Group Profit	169	90	78	92	46	33	339	973	1.676	
<b>Jan De Nul</b>						<b>2020</b>				
Turnover	2.244	2.538	1.758	1.708	2.030	1.908	9.941	20.576	29.384	32.906
EBITDA	632	339	365	277	342	344	1.667	4.238	6.236	7.004
EBIT	337	157	140	78	137	129	641	1.817	2.996	3.387
Net Group Profit	265	104	71	32	63	27	296	1.157	2.162	2.451
<b>DEME</b>						<b>2020</b>				
Turnover	2.351	1.978	2.356	2.646	2.622	2.196	11.797	22.948	30.052	33.688
EBITDA	558	450	456	459	437	369	2.172	4.321	5.676	6.275
EBIT	318	218	231	196	141	64	850	1.921	2.651	2.936
Net Group Profit	199	155	155	156	125	50	641	1.312	1.804	1.974
<b>Total Big Four</b>						<b>2020</b>				
Turnover	10.415	8.825	7.986	8.799	8.940	8.306	42.857	89.790	123.934	138.198
EBITDA	2.481	1.783	1.548	1.396	1.409	1.343	7.478	17.533	24.408	26.800
EBIT	1.458	63	755	19	477	197	1.510	7.018	11.204	12.375
Net Group Profit	1.076	-213	489	-154	308	14	445	4.415	7.731	8.577
<b>Great Lakes</b>						<b>2020</b>				
Turnover	772	579	524	526	635	642	2.906	5.667	7.654	9.030
EBITDA	75	63	12	70	115	132	394	724	979	1.141
EBIT	14	14	-32	28	82	99	190	325	473	557
Net Group Profit	-6	7	-28	-5	44	58	76	62	100	87
<b>CCCC - Dredging</b>						<b>2020</b>				
Turnover	4.846	4.139	4.139	4.464	4.472	4.879	22.092	41.897	51.895	
EBITDA	793	657	657	585	563	751	3.213	6.088	7.801	
EBIT	543	374	374	362	228	246	1.585	3.738	5.090	
<b>Total All</b>						<b>2020</b>				
Turnover	16.033	13.542	12.649	13.789	14.047	13.827	67.854	137.355	183.484	199.874
EBITDA	3.349	2.503	2.217	2.051	2.087	2.227	11.084	24.345	33.188	35.843
EBIT	2.014	451	1.097	408	787	542	3.286	11.081	16.767	18.081



## STATEMENTS OF CASH FLOWS – Y2020

Year 2020	Boskalis		Van Oord		Jan De Nul		DEME	
Turnover	2.524.911		1.677.369		1.907.906		2.195.828	
Net Group Profit (incl. NCI)	-96.679	-3,8%	33.042	2,0%	26.934	1,4%	50.410	2,3%
Operating Profit	-55.575	-2,2%	60.388	3,6%	128.774	6,7%	64.281	2,9%
Depreciation, amortization and impairment losses	421.962	16,7%	166.912	10,0%	214.743	11,3%	305.177	13,9%
Taxes	-16.893	21,2%	-16.924	-33,9%	-20.981	-43,8%	-25.735	-33,8%
Movements in Working Capital / Provisions	347.955		272.128		-93.566		117.670	
Other Adjustments	17.657		-4.925		-71.163		-81.313	
<b>Cash flow from Operating Activities</b>	<b>715.106</b>	<b>28,3%</b>	<b>477.579</b>	<b>28,5%</b>	<b>157.807</b>	<b>8,3%</b>	<b>380.080</b>	<b>17,3%</b>
Net investments in intangible and tangible assets	-208.269		-89.971		-340.835		-184.636	
Net investments in financial fixed assets	-41.991		-29.861		0		37.497	
<b>Cash flow from/(used in) Investing Activities</b>	<b>-250.260</b>	<b>35,0%</b>	<b>-119.832</b>	<b>25,1%</b>	<b>-340.835</b>	<b>216,0%</b>	<b>-147.139</b>	<b>38,7%</b>
Dividend	0		-21.099		0		0	
Net interest expense	-11.601		-6.426		-2.939		-7.753	
Other movements (Equity)	-29.403		0		0		0	
Debt movements	21.351		-169.970		29.436		-78.386	
<b>Cash flow from/(used in) Financing Activities</b>	<b>-19.653</b>		<b>-197.495</b>		<b>26.497</b>		<b>-86.139</b>	
Cash at 1 January 2020	369.799		108.172		711.784		475.135	
Cash at 31 December 2020	814.992	445.193	268.424	160.252	555.253	-156.531	621.937	146.802
EBITDA	404.000	16,0%	226.000	13,5%	344.000	18,0%	369.457	16,8%
Cash Flow (CF)	715.106	1,9%	477.579	28,5%	157.807	8,3%	380.080	17,3%
Levered Free Cash Flow (FCF)	453.245	1,2%	351.321	20,9%	-185.967	-9,7%	225.188	10,3%
Free Cash Flow to Equity (FCFE)	474.596	1,2%	181.351	10,8%	-156.531	-8,2%	146.802	6,7%
Unlevered Free Cash Flow (FCFF)	467.302	1,2%	355.570	21,2%	-184.315	-9,7%	230.321	10,5%

## STATEMENTS OF CASH FLOWS – Y2019

Year 2019	Boskalis		Van Oord		Jan De Nul		DEME	
Turnover	2.644.600		1.643.767		2.029.695		2.621.965	
Net Group Profit (incl. NCI)	74.899	2,8%	45.881	2,8%	62.528	3,1%	125.041	4,8%
Operating Profit	110.721	4,2%	88.203	5,4%	137.051	6,8%	141.146	5,4%
Depreciation, amortization and impairment losses	265.115	10,0%	165.370	10,1%	204.718	10,1%	295.865	11,3%
Taxes	-37.293	-33,2%	-6.535	-12,5%	-40.468	-39,3%	-33.594	-21,2%
Movements in Working Capital / Provisions	111.507		-155.855		126.879		-13.314	
Other Adjustments	-110.815		2.653		-76.255		-5.792	
<b>Cash flow from Operating Activities</b>	<b>339.235</b>	<b>12,8%</b>	<b>93.836</b>	<b>5,7%</b>	<b>351.925</b>	<b>17,3%</b>	<b>384.311</b>	<b>14,7%</b>
Net investments in intangible and tangible assets	-220.886		-191.797		-272.025		-424.237	
Net investments in financial fixed assets	193.085		-29.742		0		53.915	
<b>Cash flow from/(used in) Investing Activities</b>	<b>-27.801</b>	<b>8,2%</b>	<b>-221.539</b>	<b>236,1%</b>	<b>-272.025</b>	<b>77,3%</b>	<b>-370.322</b>	<b>96,4%</b>
Dividend	-66.999		-39.585		0		-55.002	
Net interest expense	-11.630		-61.005		9.474		-9.265	
Other movements (Equity)	-46.820		0		0		0	
Debt movements	-124.063		49.749		8.336		238.018	
<b>Cash flow from/(used in) Financing Activities</b>	<b>-249.512</b>		<b>-50.841</b>		<b>17.810</b>		<b>173.751</b>	
Cash at 1 January 2019	307.877		286.716		614.074		287.395	
Cash at 31 December 2019	369.799	61.922	108.172	-178.544	711.784	97.710	475.135	187.740
EBITDA	375.800	14,2%	254.000	15,5%	341.769	16,8%	437.000	16,7%
Cash Flow (CF)	339.235	12,8%	93.836	5,7%	351.925	17,3%	384.311	14,7%
Levered Free Cash Flow (FCF)	299.804	11,3%	-188.708	-11,5%	89.374	4,4%	4.724	0,2%
Free Cash Flow to Equity (FCFE)	175.741	6,6%	-138.959	-8,5%	97.710	4,8%	242.742	9,3%
Unlevered Free Cash Flow (FCFF)	307.568	11,6%	-135.309	-8,2%	83.623	4,1%	12.027	0,5%

## STATEMENTS OF CASH FLOWS – 2016-2020 (5 years)

Period 2016 - 2020 (5 years)	Boskalis		Van Oord		Jan De Nul		DEME	
Turnover	12.678.009		8.440.498		9.940.921		11.797.781	
Net Group Profit (incl. NCI)	-868.803	-6,9%	339.456	4,0%	296.555	3,0%	645.540	5,5%
Operating Profit	-618.395	-4,9%	556.873	6,6%	640.328	6,4%	858.902	7,3%
Depreciation, amortization and impairment losses	2.680.655	21,1%	837.835	9,9%	1.026.010	10,3%	1.303.397	11,0%
Taxes	-189.535	27,9%	-127.476	-27,3%	-135.756	-31,4%	-179.280	-21,7%
Movements in Working Capital / Provisions	-12.027		56.348		-298.986		122.212	
Other Adjustments	-108.530		-79.583		-195.907		-136.293	
<b>Cash flow from Operating Activities</b>	<b>1.752.168</b>	<b>13,8%</b>	<b>1.243.997</b>	<b>14,7%</b>	<b>1.035.689</b>	<b>10,4%</b>	<b>1.968.938</b>	<b>16,7%</b>
Net investments in intangible and tangible assets	-1.103.390		-738.176		-1.188.902		-1.636.766	
Net investments in financial fixed assets	425.471		-58.154		1.481		-105.607	
<b>Cash flow from/(used in) Investing Activities</b>	<b>-677.919</b>	<b>38,7%</b>	<b>-796.330</b>	<b>64,0%</b>	<b>-1.187.421</b>	<b>114,7%</b>	<b>-1.742.373</b>	<b>88,5%</b>
Dividend	-191.205	22,0%	-212.691	-62,7%	0	0,0%	-225.009	-34,9%
Net interest expense	-83.763		-142.633		33.315		-59.426	
Other movements (Equity)	-174.032		0		0		0	
Debt movements	-576.953		-149.782		-243.550		301.343	
<b>Cash flow from/(used in) Financing Activities</b>	<b>-1.025.953</b>		<b>-505.106</b>		<b>-210.235</b>		<b>16.908</b>	
Cash at 1 January 2016	766.696		325.863		917.221		378.464	
Cash at 31 December 2020	814.992	48.296	268.424	-57.439	555.253	-361.968	621.937	243.473
EBITDA	2.230.500	17,6%	1.409.000	16,7%	1.666.769	16,8%	2.171.657	18,4%
Cash Flow (CF)	1.752.168	13,8%	1.243.997	14,7%	1.035.689	10,4%	1.968.938	16,7%
Levered Free Cash Flow (FCF)	990.486	7,8%	305.034	3,6%	-118.418	-1,2%	167.139	1,4%
Free Cash Flow to Equity (FCFE)	413.533	3,3%	155.252	1,8%	-361.968	-3,6%	468.482	4,0%
Unlevered Free Cash Flow (FCFF)	1.072.813	8,5%	416.753	4,9%	-141.512	-1,4%	213.122	1,8%

## STATEMENTS OF CASH FLOWS – 2010-2019 (10 years)

Period 2011 - 2020 (10 years)	Boskalis		Van Oord		Jan De Nul		DEME	
Turnover	28.111.171		18.156.063		20.576.458		22.948.042	
Net Group Profit (incl. NCI)	946.466	3,4%	974.082	5,4%	1.158.320	5,6%	1.318.478	5,7%
Operating Profit	1.752.517	6,2%	1.448.132	8,0%	1.693.929	8,2%	1.839.441	8,0%
Depreciation, amortization and impairment losses	4.069.132	14,5%	1.536.458	8,5%	2.420.715	11,8%	2.344.114	10,2%
Taxes	-545.626	-36,6%	-234.955	-19,4%	-291.149	-20,1%	-354.713	-21,2%
Movements in Working Capital / Provisions	-124.384		286.633		-511.462		220.959	
Other Adjustments	-214.418		-159.986		-280.035		-180.008	
<b>Cash flow from Operating Activities</b>	<b>4.937.221</b>	<b>17,6%</b>	<b>2.876.282</b>	<b>15,8%</b>	<b>3.031.999</b>	<b>14,7%</b>	<b>3.869.793</b>	<b>16,9%</b>
Net investments in intangible and tangible assets	-2.336.135		-1.912.302		-2.250.807		-2.935.289	
Net investments in financial fixed assets	-516.182		-97.492		-103.923		-201.693	
<b>Cash flow from/(used in) Investing Activities</b>	<b>-2.852.317</b>	<b>57,8%</b>	<b>-2.009.794</b>	<b>69,9%</b>	<b>-2.354.730</b>	<b>77,7%</b>	<b>-3.136.982</b>	<b>81,1%</b>
Dividend	-415.157	-43,9%	-611.990	-62,8%	0	0,0%	-415.423	-31,5%
Net interest expense	-258.961		-263.404		-46.222		-210.692	
Other movements (Equity)	118.244		0		0		8.575	
Debt movements	-1.013.856		77.547		-243.574		333.286	
<b>Cash flow from/(used in) Financing Activities</b>	<b>-1.569.730</b>		<b>-797.847</b>		<b>-289.797</b>		<b>-284.254</b>	
Cash at 1 January 2011	299.818		199.783		167.781		173.380	
Cash at 31 December 2020	814.992	515.174	268.424	68.641	555.253	387.472	621.937	448.557
EBITDA	6.020.200	21,4%	2.997.000	16,5%	4.237.893	20,6%	4.320.657	18,8%
Cash Flow (CF)	4.937.221	17,6%	2.876.282	15,8%	3.031.999	14,7%	3.869.793	16,9%
Levered Free Cash Flow (FCF)	1.825.943	6,5%	603.084	3,3%	631.047	3,1%	522.119	2,3%
Free Cash Flow to Equity (FCFE)	812.087	2,9%	680.631	3,7%	387.472	1,9%	855.405	3,7%
Unlevered Free Cash Flow (FCFF)	2.054.643	7,3%	817.874	4,5%	673.132	3,3%	687.903	3,0%

## STATEMENTS OF CASH FLOWS – 2005-2019 (15 years)

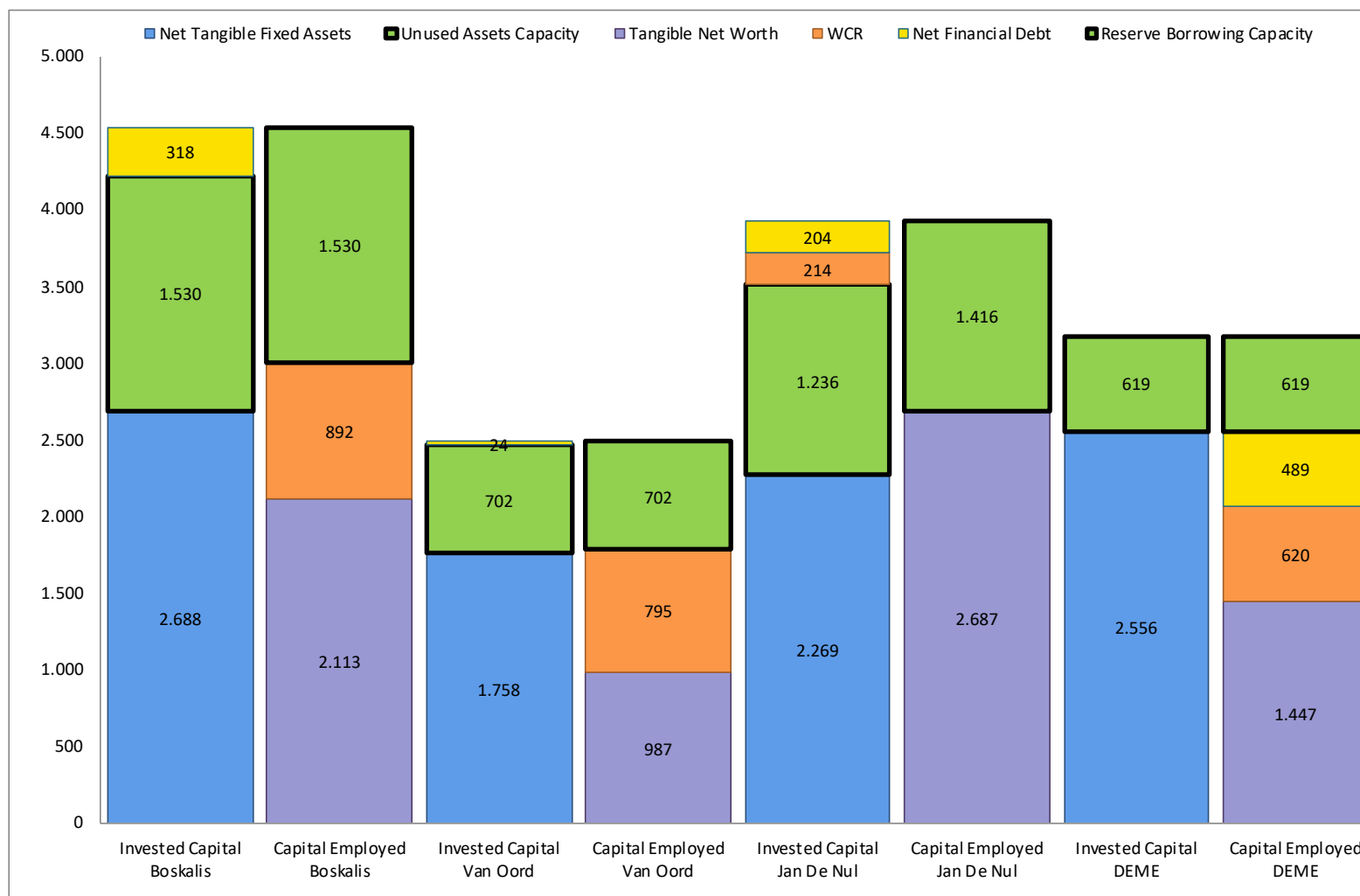
Period 2006 - 2020 (15 years)	Boskalis		Van Oord		Jan De Nul		DEME	
Turnover	38.277.171		26.222.410		29.384.458		30.052.112	
Net Group Profit (incl. NCI)	2.062.756	5,4%	1.677.256	6,4%	2.163.005	7,4%	1.793.387	6,0%
Operating Profit	3.138.560	8,2%	2.338.092	8,9%	2.797.212	9,5%	2.568.581	8,5%
Depreciation, amortization and impairment losses	4.788.967	12,5%	2.025.364	7,7%	3.239.019	11,0%	2.972.377	9,9%
Taxes	-776.556	-27,4%	-382.863	-18,6%	-367.073	-14,5%	-501.964	-21,9%
Movements in Working Capital / Provisions	118.407		567.469		-391.425		484.661	
Other Adjustments	-333.481		-155.230		-357.845		-212.338	
<b>Cash flow from Operating Activities</b>	<b>6.935.897</b>	<b>18,1%</b>	<b>4.392.832</b>	<b>16,8%</b>	<b>4.919.888</b>	<b>16,7%</b>	<b>5.311.317</b>	<b>17,7%</b>
Net investments in intangible and tangible assets	-3.421.796		-2.915.824		-4.390.613		-4.371.034	
Net investments in financial fixed assets	-1.516.240		-108.929		-120.262		-225.322	
<b>Cash flow from/(used in) Investing Activities</b>	<b>-4.938.036</b>	<b>71,2%</b>	<b>-3.024.753</b>	<b>68,9%</b>	<b>-4.510.874</b>	<b>91,7%</b>	<b>-4.596.356</b>	<b>86,5%</b>
Dividend	-693.285	-33,6%	-902.432	-53,8%	0	0,0%	-534.595	-29,8%
Net interest expense	-296.388		-304.823		-130.027		-302.263	
Other movements (Equity)	345.595		-70.000		0		10.632	
Debt movements	-674.289		13.158		-15.381		663.561	
<b>Cash flow from/(used in) Financing Activities</b>	<b>-1.318.367</b>		<b>-1.264.097</b>		<b>-145.409</b>		<b>-162.665</b>	
Cash at 1 January 2006	135.498		164.442		291.649		69.641	
Cash at 31 December 2020	814.992	679.494	268.424	103.982	555.253	263.604	621.937	552.296
EBITDA	8.126.100	21,2%	4.413.000	16,8%	6.235.893	21,2%	5.675.982	18,9%
Cash Flow (CF)	6.935.897	18,1%	4.392.832	16,8%	4.919.888	16,7%	5.311.317	17,7%
Levered Free Cash Flow (FCF)	1.701.473	4,4%	1.063.256	4,1%	278.986	0,9%	412.698	1,4%
Free Cash Flow to Equity (FCFE)	1.027.184	2,7%	1.076.414	4,1%	263.605	0,9%	1.076.259	3,6%
Unlevered Free Cash Flow (FCFF)	1.960.599	5,1%	1.312.732	5,0%	397.871	1,4%	647.482	2,2%



## STATEMENTS OF CASH FLOWS – 2001-2020 (20 years)

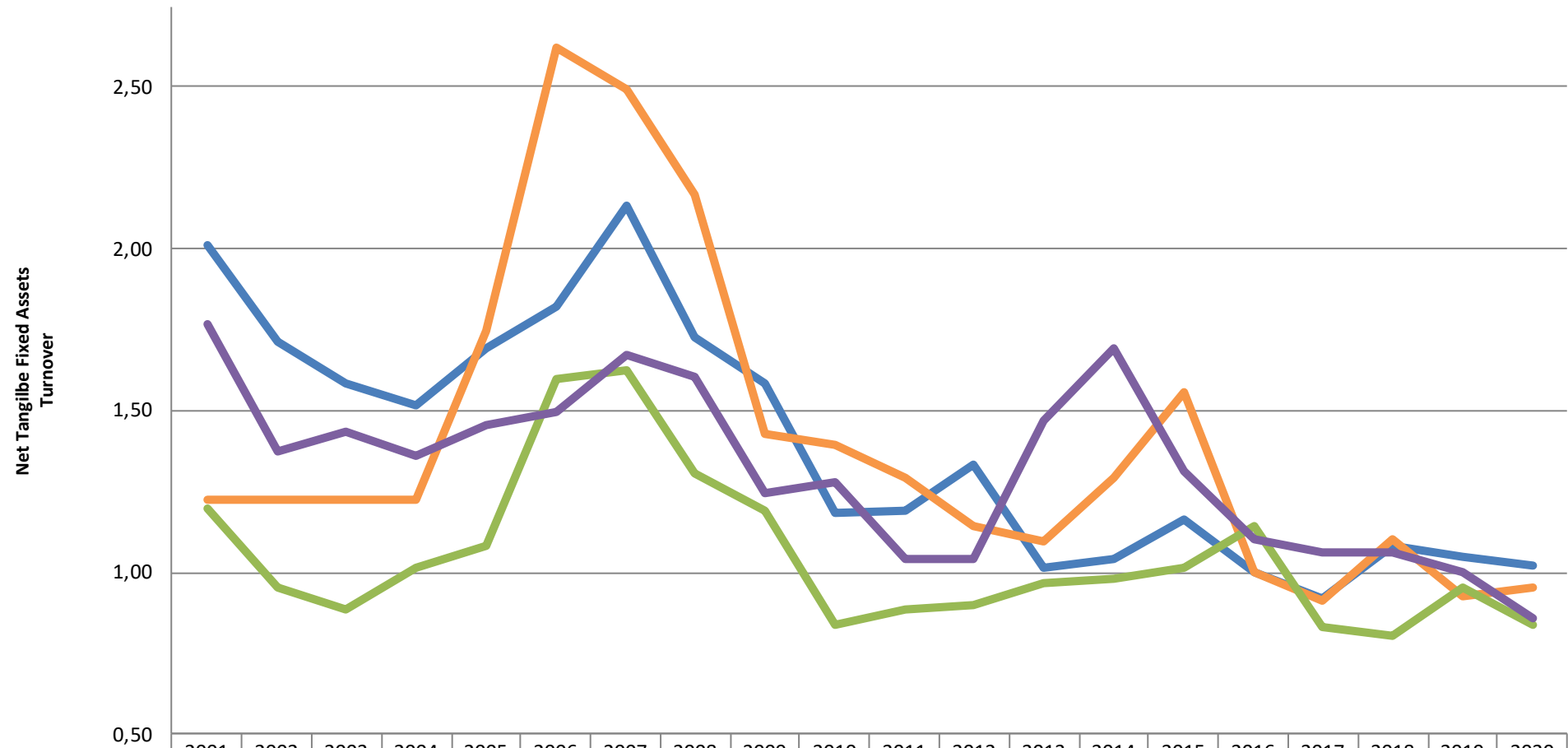
Period 2001 - 2020 (20 years)	Boskalis		DEME	
Turnover	43.616.171		33.688.452	
Net Group Profit (incl. NCI)	2.062.756	4,7%	1.958.457	5,8%
Operating Profit	3.535.202	8,1%	2.853.356	8,5%
Depreciation, amortization and impairment losses	5.166.500	11,8%	3.286.931	9,8%
Taxes	-867.485	-29,6%	-548.327	-21,9%
Movements in Working Capital / Provisions	152.750		566.205	
Other Adjustments	-325.339		-199.438	
<b>Cash flow from Operating Activities</b>	<b>7.661.628</b>	<b>17,6%</b>	<b>5.958.727</b>	<b>17,7%</b>
Net investments in intangible and tangible assets	-4.006.533		-4.873.183	
Net investments in financial fixed assets	-1.526.771		-225.376	
<b>Cash flow from/(used in) Investing Activities</b>	<b>-5.533.304</b>	<b>72,2%</b>	<b>-5.098.559</b>	<b>85,6%</b>
Dividend	-779.431	-37,8%	-584.687	-29,9%
Net interest expense	-294.689		-357.996	
Other movements (Equity)	345.595		11.388	
Debt movements	-669.136		642.868	
<b>Cash flow from/(used in) Financing Activities</b>	<b>-1.397.661</b>		<b>-288.427</b>	
Cash at 1 January 2001	84.329		50.196	
Cash at 31 December 2020	814.992	730.663	621.937	571.741
EBITDA	8.900.100	23,3%	6.275.453	20,9%
Cash Flow (CF)	7.661.628	20,0%	5.958.727	19,8%
Levered Free Cash Flow (FCF)	1.833.635	4,8%	502.172	1,7%
Free Cash Flow to Equity (FCFE)	1.164.499	3,0%	1.145.040	3,8%
Unlevered Free Cash Flow (FCFF)	2.091.618	5,5%	780.867	2,6%

## BALANCE SHEET ANALYSIS – Y2020



Theoretical Reserve Borrowing Capacity		Boskalis	Van Oord	Jan De Nul	DEME
Equity to Assets Ratio	Equity / Total Assets <b>max 25 %</b>	4.617	1.602	7.100	2.000
Debt to Equity Ratio	Net Financial Debt / Equity <b>max 2</b>	4.890	2.054	5.714	2.482
<b>Debt Coverage Ratio</b>	<b>EBITDA / Net Financial Debt max 3</b>	<b>1.530</b>	<b>702</b>	<b>1.236</b>	<b>619</b>
Debt Coverage Ratio	EBITDA / Net Financial Debt <b>max 1</b>	<b>722</b>	<b>250</b>	<b>548</b>	<b>-120</b>

## Asset Turnover Ratio by Net Tangible Fixed Assets versus Turnover 2001 - 2020



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<span style="color: blue;">—</span> Boskalis	2,01	1,71	1,58	1,52	1,69	1,82	2,14	1,73	1,59	1,18	1,19	1,33	1,02	1,04	1,16	1,00	0,92	1,08	1,05	1,02
<span style="color: orange;">—</span> Van Oord	1,22	1,22	1,22	1,22	1,74	2,62	2,49	2,17	1,43	1,39	1,29	1,14	1,10	1,29	1,56	1,00	0,91	1,10	0,93	0,95
<span style="color: green;">—</span> Jan De Nul	1,20	0,95	0,88	1,02	1,08	1,60	1,62	1,30	1,19	0,84	0,89	0,90	0,96	0,98	1,02	1,14	0,83	0,81	0,96	0,84
<span style="color: purple;">—</span> DEME	1,77	1,37	1,43	1,36	1,45	1,50	1,67	1,60	1,25	1,28	1,04	1,04	1,47	1,69	1,31	1,10	1,06	1,06	1,00	0,86

## EXPLANATORY NOTE

The following notes can be considered as explanatory remarks and personal reflections on the previous tables.

- **Profitability**

- Costs for Maintenance & Repair: In the DA (Depreciation and Amortization) component of the EBITDA of DEME, the capital repairs activated under IAS 16 are also included. International Financial Reporting Standards (IFRS) reporting rules do not allow a system of provisions for maintenance and repair costs. Boskalis mentions in their annual report: *“The maintenance and repair expenses to keep the assets in their operational condition are charged to the Statement of Profit or Loss”*. JDN and Van Oord do not report figures according to IFRS standards. They use the “classic” provision system of booking the repair costs in P&L while respecting the matching principle through accruals.

The IAS 16 – PPE system applied by DEME shows a higher EBITDA than using a provision system. The repair costs are capitalized instead of being expensed. The depreciation period was four years until Y2019 and has since been extended to a five-year deprecation period. Taking into consideration a longer time span of five years, on the ‘bottom line’ both accountancy treatments (activation/depreciation versus cost/accrual) will give the same net result.

<b>DEME</b>	2016	2017	2018	2019	<b>2020</b>		2016-2020	
Turnover	1.978	2.356	2.646	2.622	2.196		11.798	
EBITDA	450	456	459	437	16,7%	369		16,8%
EBIT	218	231	196	141	5,4%	64		2,9%
Net Group Profit	155	155	156	125	4,8%	50		2,3%
IAS 16 - Depreciation Repairs	-53	-54	-57	-53	-2,0%	-54		-2,4%
EBITDA without IAS 16 Activation	397	403	402	384	14,6%	316		14,4%
						1.902		16,1%

The impact of the activation of repair costs under IAS 16 led to an average 2,3 % higher EBITDA for the last five-year period 2016-2020. Formulating this differently, if DEME would have applied the provision system that JDN and VO use, then the EBITDA would have been 2,3 % lower than reported. However the bottom-line result in the long run should lead to the same result reported, it is the EBITDA that is affected.

- Figures of CCCC: these are only the segment ‘Dredging’. CAPEX of the dredging division was 285 mio EUR in 2020 and 170 mio EUR in 2019.

- **Statement of Cash Flows**

This presentation is a model developed to compare the four groups. Those groups are using different reporting standards. Boskalis and DEME report their figures according to IFRS standards. Van Oord uses Dutch GAAP and reports rather limited information. JDN reports according to Luxembourg GAAP.

- Boskalis: The company states to put available 40 % to 50 % of their net profit from ordinary operations for distribution towards its shareholders. Boskalis traditionally offered its shareholders a choice between a cash and a stock dividend. For the profit distribution year 2019 with pay-out in year 2020, Boskalis cancelled the dividend payment. The actual cash out for the years prior to Y2020 has been substantially lower than 40 % to 50 % of the net profit as only 38 % (dividend payout over the last twenty years) of the shareholders opted for a cash payout instead of receiving new shares. Those new shares did not create a cash loss for the company. They merely created a shift in shareholding between the ones preferring the present by opting for cash and the ones betting on a bigger piece of the future Boskalis pie.
- Jan De Nul: Until 2015, the interest expenses were not reported separately but they were reported together with the exchange results. This distorted the statement of cash flows. For this reason, until 2013, an adjustment was applied. This adjustment was to calculate an estimated interest cost of 4 % on the average yearly outstanding financial debt. As of 2014, the interest charges have been deducted with the interest income to report the net interest.

As in previous years, the reported consolidated cash flow analysis of JDN is not drafted in the same manner as IFRS reporting entities. Although improving, it still lacks information to be able to prepare a fully accurate statement of cash flows. E.g., the corporate income taxes paid are not specifically mentioned. Further the working capital movements and the investments in fixed assets cannot be correctly reconciled with the balance sheet. Some of those remarks also apply to the reported figures of Van Oord. Both JDN and VO do not have directly or indirectly shareholders listed on a stock exchange which would lead to higher public reporting requirements. Despite these flaws, the big lines give a clear view. This is even more true when looking over a larger time span such as over five to ten years and even fifteen years. To quote legendary investor Warren Buffet: "In the business world, the rear-view mirror is always clearer than the windshield."

- DEME: In the past, DEME made an internal cash flow model prepared by DEME Consolidation Department. This internal cash flow model is not public information. The figures applied have always been based on public available information. Thus, in this competitor analysis statement of cash flows, adjustments such as the outstanding suppliers for the purchase of fixed assets were not applied in previous years as would have been the case in the internal Cash Flow model. For an analysis over a longer term, those are not relevant as they are mainly adjustments on timing. As of 2014, the statement of cash flows is based on the reported statement of cash flows according to IFRS rules which are available at the DEME website under 'Publications'.
- The ten- and fifteen-year summary enables us to see longer term trends on cash flow strategies pursued. As of Y2020, for Boskalis and DEME a twenty-year summary is available. It is widely accepted that 'Cash flow from Operating Activities' is in the long run a better indicator for operational cashflow than EBITDA. CF from Operating Activities considers the taxes (which are a cost for the company and in an international landscape the capital structure has less of an impact on the tax rate than on a stand-alone single country set-up), the movements in working capital/provisions and other adjustments such as consolidation changes/financial exchange results. Nevertheless, EBITDA is still considered as the most important financial performance measure in the industry, together with turnover and net profit. EBITDA is a non-GAAP measure meaning that companies can give interpretation on the calculation.

The following tables compares the Cash Flow from Operating Activities with the reported EBITDA over the last five, ten- and fifteen-year periods.

	Boskalis			Van Oord			Jan De Nul			DEME		
CF incl. Taxes	CF Op.	EBITDA		CF Op.	EBITDA		CF Op.	EBITDA		CF Op.	EBITDA	
Five Year	1.752	2.231	127%	1.244	1.409	113%	1.036	1.667	161%	1.969	2.172	110%
Ten Year	4.937	5.977	121%	2.876	2.997	104%	3.032	4.238	140%	3.870	4.321	112%
Fifteen Year	6.936	8.083	117%	4.393	4.413	100%	4.920	6.236	127%	5.311	5.676	107%

To improve comparability, in the following table the corporate income taxes have been excluded out of the CF from Operating Activities to have the CF from Operating Activities before Taxes and Interests.

	Boskalis			Van Oord			Jan De Nul			DEME		
CF excl. Taxes	CF Op.	EBITDA		CF Op.	EBITDA		CF Op.	EBITDA		CF Op.	EBITDA	
Five Year	1.942	2.231	115%	1.371	1.409	103%	1.171	1.667	142%	2.148	2.172	101%
Ten Year	5.483	5.977	109%	3.111	2.997	96%	3.323	4.238	128%	4.225	4.321	102%
Fifteen Year	7.712	8.083	105%	4.776	4.413	92%	5.287	6.236	118%	5.813	5.676	98%

The EBITDA of DEME was over the years in line with its cash flows generated through operations. Jan De Nul on the other hand has reported consistently a higher EBITDA compared with its cash flows from operations. Their EBITDA ratio over the longer term is as the one of Boskalis but to a higher degree, substantially higher than the reported Cash Flow from Operating Activities before Taxes and Interests. For DEME and Van Oord the EBITDA reported is closely matching with the Cash Flow from operations excluding interests and taxes. The main reason will be explained further in the working capital analysis. JDN reports a higher working capital and thus has less been able to frontload its cashflows.

Another reason is that JDN in recent years did not book an important part of its losses on the third set of locks of the Panama Canal as operational results and thus has excluded them from the EBITDA. In 2018, a negative amount of 108 mio EUR was booked as a value adjustment in respect of financial assets. A reversal of this provision was booked for +29,4 mio EUR in Y2019 of which 1,4 mio EUR was re-provisioned in Y2020. In the overview of the cash flow generated by operations, a reclassification has been applied to report these losses as operational.

- **Balance Sheet Analysis**

- IFRS 16 – Leases

As of January 1<sup>st</sup>, 2019, the new standard IFRS 16 relates to changes in accounting for operational lease commitments. IFRS 16 requires lessees to recognize a liability in their Consolidated Statement of Financial Position and to capitalize the right-of-use of a leased asset if it is leased for a period exceeding one year. This new standard affects the balance sheet in a way that the fixed assets and the debts are increasing. Aside from this, IFRS 16 also influences the income statement, because an entity now must recognize interest expense on the lease liability (obligation to make lease payments) and depreciation on the 'right-of-use' asset (that is, the asset that reflects the right to use the lease asset). Another consequence of the changes in presentation is that EBIT and EBITDA will be higher for companies that have material operational leases. The new guidance also changes the cash flow statement in a sense that cash flows from operational activities will decrease while cash flows from financing activities increase.

Boskalis and DEME both report their annual statements applying IFRS standards. The impact on the figures Y2019 and Y2020 are for both companies:

in mio EUR	Y2019		Y2020	
	DEME	Boskalis	DEME	Boskalis
Impact Tangible Fixed Assets	85,3	103,9	75,3	115,0
Impact Net Financial Debt	86,1	108,3	76,8	120,9
Impact EBITDA	17,6	23,8	19,7	28,0
Impact EBITDA Margin	<b>0,67%</b>	<b>0,90%</b>	<b>0,75%</b>	<b>1,11%</b>
Impact Net Result	-0,8	-1,2	-0,7	-1,8
Impact Net Result Margin	-0,03%	-0,05%	-0,03%	-0,07%

Jan De Nul and Van Oord have not reported changes as they apply different accounting standards being Luxembourg and Dutch GAAP respectively.

- 'Net Tangible Fixed Assets' has been used as indicator. This is the 'Fixed Assets' excluding 'Intangibles' such as 'Goodwill'. For comparison between the groups, this is a better indicator than the reported 'Fixed Assets'. On the liability side of the balance sheet, to balance the correction on the intangibles has been applied on the Equity. By doing so instead of Book Value Equity, the 'Tangible Net Worth' has been calculated.
  - Boskalis had end of the year 2020 an amount of 173 mio EUR reported under 'Intangibles' of which 163 mio EUR was 'Goodwill' generated by its acquisitions in previous years. Goodwill is not depreciated under IFRS. It stays unchanged on the balance sheet until impairment is required.
  - Van Oord had at the end of 2020 an amount of 27,6 mio EUR reported under 'Intangible Fixed Assets'. This is depreciated over twenty years.
  - The acquisitions done in recent years by DEME (A2Sea, G-Tec and part of Medco) were done by paying hardly any goodwill or a surplus value over book value. End of 2020, DEME had only 13 mio EUR booked under 'Goodwill' on its balance sheet.

- The 'Theoretical Reserve Borrowing Capacity' is calculated as follows:

Theoretical Reserve Borrowing Capacity		Boskalis			Van Oord			Jan De Nul			DEME		
		2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Equity to Assets Ratio	Equity / Total Assets <b>max 25 %</b>	5.651	5.382	4.617	1.466	1.618	1.602	6.738	7.068	7.100	1.841	1.844	2.000
Debt to Equity Ratio	Net Financial Debt / Equity <b>max 2</b>	4.964	4.907	4.890	1.846	1.709	2.054	5.629	5.883	5.714	2.275	2.186	2.482
<b>Debt Coverage Ratio</b>	<b>EBITDA / Net Financial Debt max 3</b>	930	1.045	<b>1.530</b>	766	455	<b>702</b>	1.132	1.416	<b>1.236</b>	821	603	<b>619</b>
Debt Coverage Ratio	EBITDA / Net Financial Debt <b>max 1</b>	223	293	<b>722</b>	154	-53	<b>250</b>	578	732	<b>548</b>	-97	-271	<b>-120</b>

The limiting factor for calculating the borrowing capacity is 'the Debt Coverage Ratio'. EBITDA versus 'Net Financial Debt' has been set at maximum 3. In the past this covenant was put at 2,5 as being the market benchmark. Both Boskalis and DEME report in their annual report that their current financial covenant net financial debt divided by EBITDA should be lower than 3. For debt funding, this ratio used to be more relevant in the past than in the current financial climate. Boskalis also writes in their annual report, that they believe a net debt/EBITDA ratio in range of 1 to 1,5 through the cycle to be appropriate for their mix of activities. For that reason, an additional calculation with ratio 1 has been added.

End of 2020, following heavy investments financed with debt during the previous years, DEME had the lowest 'Reserve Borrowing Capacity'. The debt level has been stretched but the maximum level was never reached leaving ample room for obtaining additional financing. All four groups have more than sufficient financing fire power. A low 'Reserve Borrowing Capacity' can also be considered as having the least 'Unused Assets Capacity'. In classical corporate finance theory, a company should borrow as much as it can to maximize its 'Return on Equity' (RoE) by fully exploiting its leverage. However, there are some limiting factors which are preventing companies to achieve the optimum Equity/Debt ratio.

Further it is worth noting that JDN has reported 555 mio EUR cash on its balance end of Y2020 but also 356 mio EUR owned to credit institutions of which 101 mio EUR is commercial paper. It is known that a part of the cash is blocked in joint ventures, but this cannot explain fully the higher unexpected debt and more specifically the commercial paper funding is particular, especially for Y2019 as in the Covid year 2020 the build-up of an additional liquidity reserve is seen in the balance sheets of Boskalis, JDN and Van Oord which all had more than 0,5 billion EUR of cash at hand.



- **Asset Turnover by Net Tangible Fixed Assets versus Turnover**

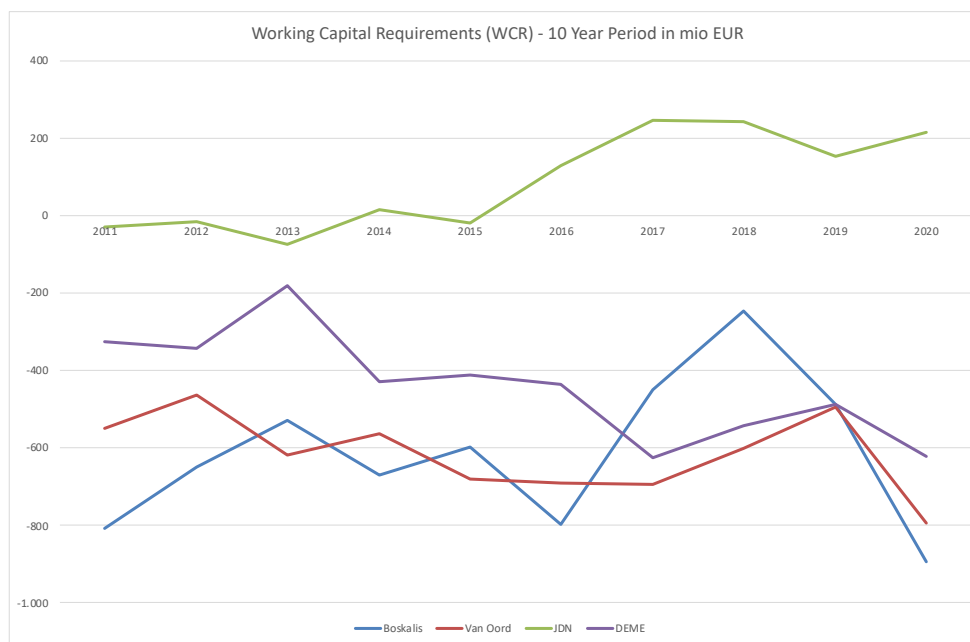
This ratio and graph illustrate the high capital requirements and cyclicity of the business.

- To compare or to draw conclusions, it should be mentioned that this ratio considers the turnover which is generated by different types of activities and the 'Net Tangible Fixed Assets' consists out of different types of equipment. These underlying differences make a full straight forward comparison not possible.
- The three groups Van Oord, JDN and DEME have reported limited amounts of financial assets. Boskalis is the exception as they began in 2008 with a broader diversification strategy through acquisitions. Boskalis took a position in Dockwise in the year 2012. The following years also former Smit activities were divested into joint ventures. Since the amount reported under 'Joint ventures and Associates' has evolved from almost nothing in 2011 to 1,2 billion EUR in 2015. After booking severe impairment charges in 2016 and 2018 with also in 2020 an amount of 96 mio EUR, combined with the sale of the interest in the partnership SAAM Smit Towage (Y2018), this number has fallen back to 208 mio EUR. As Boskalis exercises only joint control in those JV companies, there is no turnover recognized in its P&L – equity consolidation method. The 'Net Tangible Fixed Assets' in the graph are for Boskalis excluding 'Joint Ventures and Associates' as they are not turnover generating assets.
- In the year 2020, the four groups have evolved to an average Asset Turnover ratio of around 1 or even slightly below. This is rather low and can be explained by the rather depressed stage in the business cycle of the dredging and oil & gas activities.

- **Working Capital Requirements (WCR)**

- The WCR or funding gap is the minimum number of resources that a company requires to effectively cover the usual costs and expenses necessary to operate the business. From a technical point of view, it is calculated by deducting the net financial debt and the equity from the fixed assets. In the table below, the non-current working capital requirements have also been added to have a total overall view of the receivables, payables, and the provisions.
- Conceptually, maritime construction groups can 'manage their earning' in two ways: first by influencing the valuation of their equipment (e.g., to consider repair costs as lifetime enhancing assets instead of booking them as costs in P&L) and secondly by the valuation assessment of the working capital requirements components such as the revenue recognition and by the evaluation of the provisions for future costs.
- The Working Capital Requirements (WCR) reported by the end of Y2020: Boskalis: -892 mio EUR, Van Oord: -795 mio EUR, Jan De Nul: +214 mio EUR and DEME -620 mio EUR. The WCR of JDN is the highest compared to the other three. For a detail of the various components see last page.
- Without having the full details of the composition of the WCR; it is difficult to draw hard conclusions. A low amount of WCR or a small funding gap in this business can mean a few things:
  - Efficient use of the working capital and reducing the funding gap: being fast in collecting money from clients, being as late as possible in paying its suppliers/other creditors, and by keeping stock components including contracts in progress as low as possible.

- It can also mean a more conservative accountancy policy in reporting the results of the various projects.
  - An analysis of the composition of the WCR learns:
    - JDN reports a substantial higher stock of raw materials and consumables compared to the others. One can assume that this includes stock for spare parts. DEME books spare parts partly into P&L - costs and partly activates its spare parts under fixed assets following IAS 16.
    - The four groups do not book their trade receivables & payables and work in progress in the same manner. At DEME, invoices to be made and to be received including undefined provisions are booked under trade payables and trade receivables. Boskalis groups an important non defined amount under 'Other creditors and accruals', while Van Oord uses the component 'Other Liabilities – Accruals and deferred income' on its balance sheet.
    - Looking at this parameter from an opposite perspective, JDN will require in the future less working capital or will need to use less of their cash in comparison to the other groups in a scenario that all the provisions would materialize as effective cash-out or in case of a shift of the WCR composition. Meaning if the WCR composition in the future would change in the direction that payables will need to be converted to cash. This will have a negative effect on the cash position of the company.
  - The evolution of the WCR of the last ten years is illustrated in the following graph:



- Detail of the WCR compositions for the years Y2020 and Y2019

Working Capital Requirements Analysis	Y2020				Y2019			
	Boskalis	Van Oord	JDN	DEME	Boskalis	Van Oord	JDN	DEME
Raw materials and consumables	91.130	37.585	222.018	10.456	103.238	34.428	238.497	13.152
Contracts in progress	-150.840	-192.673	14.562	34.366	-35.775	-114.981	-159.803	23.321
Trade receivables	276.502	127.393	548.749	309.636	378.489	262.114	823.309	463.931
Other receivables	240.046	239.046	186.765	35.095	326.998	201.015	133.434	31.644
Trade payables	-228.502	-130.283	-351.253	-747.635	-222.422	-107.916	-455.764	-777.810
Other payables	-910.080	-464.379	-119.537	-166.965	-845.343	-434.286	-110.862	-145.967
Taxes	-130.853	-108.166	-69.327	-66.336	-122.592	-55.516	-89.444	-37.112
Maintenance & Repair		-129.779	-33.388			-117.828	-36.131	
Non-Current WCR	-79.630	-173.515	-184.716	-28.920	-68.949	-160.811	-192.156	-58.435
<b>WCR 2020</b>	<b>-892.227</b>	<b>-794.771</b>	<b>213.874</b>	<b>-620.303</b>	<b>-486.356</b>	<b>-493.781</b>	<b>151.081</b>	<b>-487.276</b>

- **Average Return on Equity (RoE) based on Book Value**

Only Boskalis is directly listed on the stock market for which an immediate market valuation metric can be retrieved. DEME is indirectly listed through its shareholder CFE for which also a market valuation can be estimated. The other two groups Van Oord and Jan De Nul are privately held. Return on Equity offers an indication of the return realized towards its shareholders. Calculating the averages of the last five, ten and fifteen years:

	2020-2016	2020-2011	2020-2006
Boskalis	-6,3%	3,9%	10,0%
Van Oord	7,1%	12,0%	16,5%
Jan De Nul	2,2%	5,2%	8,5%
DEME	9,5%	12,0%	14,2%
Euro Stoxx 50	3,7%	3,8%	2,1%

All four groups have proved to consistently outperform the EuroStoxx 50 over a longer time span. Boskalis did not generate a positive return on equity due to the big write-offs on its acquisitions in the last five years. Jan De Nul Group has always been financed through a high level of equity which led to mediocre returns of equity in the last five years. Taking the S&P 500 as a benchmark then over the last ten-year period the average return was 13,6 %.

- **Unlevered Free Cash Flow (UFFC)**

Unlevered Free Cash Flow (also known as Free Cash Flow to the Firm or FCFF for short) is a theoretical cash flow figure for a business. It is the cash flow available to all equity holders and debtholders after all operating expenses, capital expenditures, and investments in working capital have been made. Unlevered Free Cash Flow is used in financial modeling to determine the enterprise value of a firm. It is technically the cash flow that equity holders and debt holders would have access to from business operations.

<b>Unlevered Free Cash Flow (UFFC)</b>	<b>Boskalis</b>		<b>Van Oord</b>		<b>Jan De Nul</b>		<b>DEME</b>	
Period 2016 - 2020 (5 years)	1.072.813	8,5%	416.753	4,9%	-141.512	-1,4%	213.122	1,8%
Period 2011 - 2020 (10 years)	2.054.643	7,3%	817.874	4,5%	673.132	3,3%	687.903	3,0%
Period 2006 - 2020 (15 years)	1.960.599	5,1%	1.312.732	5,0%	397.871	1,4%	647.482	2,2%

<b>Cash Flow used in Investing Activities / Turnover</b>	<b>Boskalis</b>		<b>Van Oord</b>		<b>Jan De Nul</b>		<b>DEME</b>	
Period 2016 - 2020 (5 years)	-677.919	-5,3%	-796.330	-9,4%	-1.187.421	-11,9%	-1.742.373	-14,8%
Period 2011 - 2020 (10 years)	-2.852.317	-10,1%	-2.009.794	-11,1%	-2.354.730	-11,4%	-3.136.982	-13,7%
Period 2006 - 2020 (15 years)	-4.938.036	-12,9%	-3.024.753	-11,5%	-4.510.874	-15,4%	-4.596.356	-15,3%

The minimum objective of a corporation is at least to keep on running the business by investing in maintenance CAPEX. A more ambitious objective is to grow the business through growth CAPEX. But in the end and over the long run what matters is to generate free cash flow. Looking at the unlevered free cash flows it is clear that the Dutch have generated more free cash compared to the Belgian groups. Taking the investments into the equation, the full picture becomes clear. All four groups have done very well over the last ten to fifteen years but in relation to their turnover, the Belgians have invested more than the Dutch.



## Competitor Analysis using DCF Valuation Models

Strictly Confidential

### Table of Contents

[Overview](#)

[Boskalis](#)

[Van Oord](#)

[Jan De Nul](#)

[DEME](#)

### Notes

---

This Excel model is for illustrative purposes only and should not be used for any other reason.

All content is copyright material of PDLA Finance Corp SA <https://www.pdlafinance.com/>

© 2021 PDLA Finance Corp SA

All rights reserved. All information used in the publication of this report has been compiled from publicly available resources that are believed to be reliable, however we do not guarantee the accuracy or completeness of this report and have not sought for this information to be independently verified. Forward-looking information or statements in this report contain information that is based on assumptions, forecasts of future results, estimates of amounts not yet determinable, and therefore involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of their subject matter to be materially different from current expectations.

No part of this publication may be modified, manipulated, reproduced, distributed, or transmitted in any form by any means, including photocopying, recording, or other electronic or mechanical methods, without prior written permission of the publisher.

# COMPETITOR ANALYSIS

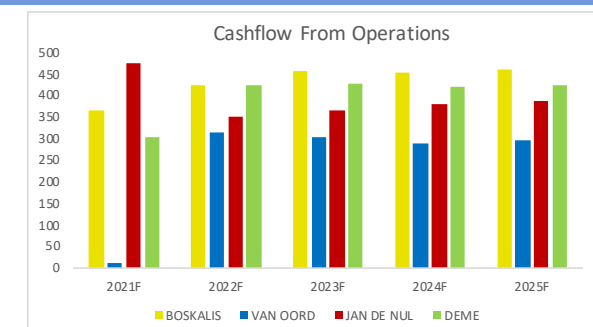
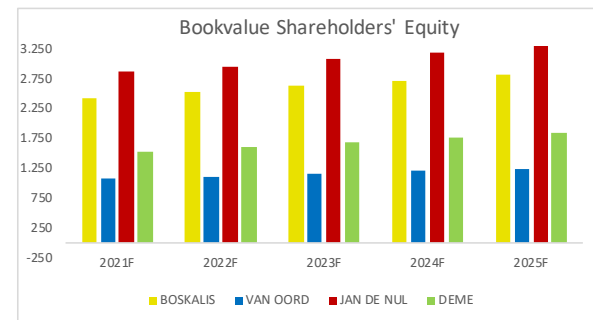
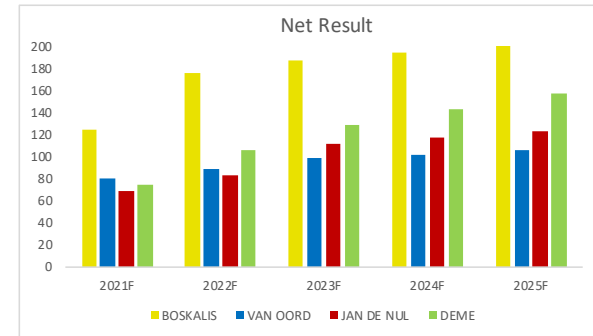
Date: 21/05/2021

© PDLA Finance Corp SA. All rights reserved.



## COMPANIES

BOSKALIS		VAN OORD					JAN DE NUL					DEME	
Base Case		Base Case					Base Case					Base Case	
INCOME STATEMENT		2016A	2017A	2018A	2019A	2020A	2021F	2022F	2023F	2024F	2025F		
Turnover	BOSKALIS	2.596	2.343	2.570	2.645	2.525	2.777	3.000	3.150	3.213	3.277		
	VAN OORD	1.713	1.530	1.876	1.644	1.677	1.845	1.993	2.092	2.134	2.177		
	JAN DE NUL	2.538	1.758	1.708	2.030	1.908	2.099	2.267	2.380	2.428	2.476		
	DEME	1.978	2.356	2.646	2.622	2.196	2.415	2.609	2.739	2.794	2.850		
EBITDA	BOSKALIS	568	437	316	376	366	405	479	501	510	519		
	VAN OORD	329	281	303	254	227	277	289	303	309	316		
	JAN DE NUL	144	365	277	342	344	361	383	422	428	435		
	DEME	447	456	459	437	369	403	432	451	460	468		
Net Result (Group)	BOSKALIS	-562	150	-434	75	-97	125	176	188	195	203		
	VAN OORD	90	78	92	46	33	81	89	99	103	106		
	JAN DE NUL	104	71	32	63	24	69	84	112	118	124		
	DEME	159	153	153	123	51	75	106	129	143	158		
BALANCE SHEET		2016A	2017A	2018A	2019A	2020A	2021F	2022F	2023F	2024F	2025F		
Bookvalue Shareholders' Equity	BOSKALIS	3.121	3.023	2.544	2.491	2.283	2.408	2.516	2.611	2.706	2.804		
	VAN OORD	905	943	999	1.008	1.015	1.069	1.109	1.154	1.196	1.240		
	JAN DE NUL	2.618	2.669	2.704	2.781	2.792	2.861	2.945	3.057	3.175	3.299		
	DEME	1.221	1.322	1.401	1.435	1.467	1.521	1.589	1.667	1.750	1.842		
Net Financial Debt	BOSKALIS	-32	120	131	-26	-401	-446	-506	-625	-732	-843		
	VAN OORD	186	96	152	307	-24	172	87	19	-29	-78		
	JAN DE NUL	-218	-270	-301	-390	-204	-426	-525	-640	-771	-910		
	DEME	151	286	556	708	489	417	240	71	-85	-242		
Bookvalue Enterprise Value	BOSKALIS	3.091	3.145	2.678	2.469	1.885	1.965	2.013	1.989	1.976	1.964		
	VAN OORD	1.091	1.039	1.151	1.314	991	1.241	1.196	1.173	1.167	1.161		
	JAN DE NUL	2.418	2.418	2.423	2.416	2.610	2.457	2.442	2.439	2.426	2.411		
	DEME	1.387	1.622	1.971	2.156	1.974	1.956	1.847	1.756	1.683	1.617		
CASH FLOW STATEMENT		2016A	2017A	2018A	2019A	2020A	2021F	2022F	2023F	2024F	2025F		
Cashflow From Operations	BOSKALIS	434	14	244	339	710	368	424	457	453	460		
	VAN OORD	293	257	122	94	478	11	315	304	290	295		
	JAN DE NUL	127	170	229	352	158	476	353	367	382	389		
	DEME	429	558	218	384	380	304	424	428	421	424		
Cashflow From Investments	BOSKALIS	66	-291	-175	-28	-250	-320	-297	-245	-245	-245		
	VAN OORD	-232	-103	-120	-222	-120	-175	-175	-175	-175	-175		
	JAN DE NUL	-232	-137	-206	-272	-341	-250	-250	-250	-250	-250		
	DEME	-225	-608	-392	-370	-147	-200	-200	-200	-200	-200		
Cashflow from Financing	BOSKALIS	-303	-542	88	-250	-14	-302	-182	-94	-100	-104		
	VAN OORD	-106	-119	-31	-51	-197	-32	-55	-60	-67	-70		
	JAN DE NUL	-306	-7	59	18	26	-104	-79	-77	-51	-50		
	DEME	-54	-43	26	174	-86	-232	-247	-259	-315	-316		



# COMPETITOR ANALYSIS

Date: 21/05/2021

© PDLA Finance Corp SA. All rights reserved.



## DCF VALUATION - ONE CASE

BOSKALIS		Base Case			VAN OORD			Base Case			JAN DE NUL			Base Case			DEME			Base Case		
Valuation Parameters		<u>Perpetual Growth Rate (g)</u>			<u>EV/EBITDA Multiple</u>			<u>WACC</u>			<u>Bookvalue</u>			<u>Market Value</u>								
		<u>EV</u>	<u>EBITDA</u>	<u>Turnover</u>	<u>Equity</u>	<u>Price / Book</u>	<u>PE 2024F</u>	<u>EV</u>	<u>Equity</u>	<u>FCFF</u>	<u>FCFE</u>	<u>EV</u>	<u>Equity</u>	<u>EV</u>	<u>Equity</u>	<u>CF</u>	<u>EV</u>	<u>Equity</u>	<u>APV</u>	<u>EV</u>	<u>Equity</u>	
	BOSKALIS	6.320	17,2x	2,5x	8,0x	2,0%	5,1%	1.935	2.283	3.236	3.637	2.037	1.467	2.349	1.860	NA	NA	NA	NA	NA	NA	
	VAN OORD	3.423	15,1x	2,0x	8,0x	2,0%	5,1%	991	1.015	NA	NA	2.634	2.815	2.349	1.860	NA	NA	NA	NA	NA	NA	
	JAN DE NUL	3.029	8,8x	1,6x	8,0x	2,0%	6,3%	2.634	2.815	2.634	2.815	2.634	2.815	2.634	2.815	2.634	2.815	2.634	2.815	2.634	2.815	
	DEME	6.483	17,5x	3,0x	8,0x	2,0%	5,1%	2.037	1.467	2.037	1.467	2.037	1.467	2.037	1.467	2.037	1.467	2.037	1.467	2.037	1.467	
<u>Enterprise Value (EV) &amp; Equity Value</u>		<u>Average EV</u>	<u>EV / EBITDA</u>	<u>EV / Turnover</u>	<u>Average Equity</u>	<u>Price / Book</u>	<u>PE 2024F</u>	<u>FCFF EV</u>	<u>FCFF Equity</u>	<u>FCFE EV</u>	<u>FCFE Equity</u>	<u>CF EV</u>	<u>CF Equity</u>	<u>APV EV</u>	<u>APV Equity</u>							
Perpetual Growth Rate (g)	BOSKALIS	6.320	17,2x	2,5x	6.668	2,9x	32,9x	6.299	6.647	6.376	6.723	6.303	6.650	6.302	6.650							
Methodology	VAN OORD	3.423	15,1x	2,0x	3.447	3,4x	32,4x	3.399	3.423	3.427	3.451	3.406	3.430	3.459	3.483							
	JAN DE NUL	3.029	8,8x	1,6x	3.210	1,1x	25,9x	3.005	3.186	3.074	3.254	3.008	3.211	3.008	3.189							
	DEME	6.483	17,5x	3,0x	5.913	4,0x	37,3x	6.628	6.058	6.516	5.947	6.514	5.944	6.274	5.704							
	BOSKALIS	3.848	10,5x	1,5x	4.196	1,8x	20,7x	3.927	4.275	3.603	3.951	3.931	4.279	3.931	4.278							
	VAN OORD	2.264	10,0x	1,3x	2.288	2,3x	21,5x	2.242	2.266	2.270	2.294	2.243	2.267	2.302	2.326							
	JAN DE NUL	3.187	9,3x	1,7x	3.368	1,2x	27,2x	3.162	3.343	3.231	3.412	3.188	3.369	3.166	3.347							
	DEME	3.738	10,1x	1,7x	3.168	2,2x	20,0x	3.768	3.198	3.821	3.251	3.782	3.213	3.579	3.009							

## DCF VALUATION - BASE / UPSIDE / DOWNSIDE CASES COMPARED

Valuation Parameters		<u>Perpetual Growth Rate (g)</u>			<u>EV/EBITDA Multiple</u>			<u>WACC</u>						
		<u>EV</u>	<u>EBITDA</u>	<u>Turnover</u>	<u>Equity</u>	<u>Price / Book</u>	<u>PE 2024F</u>	<u>EV</u>	<u>Equity</u>	<u>FCFF</u>				
	BOSKALIS	6.320	17,2x	2,5x	8,0x	2,0%	5,2%	1.935	2.283	3.236				
	VAN OORD	3.423	15,1x	2,0x	8,0x	2,0%	4,7%	991	1.015	NA				
	JAN DE NUL	3.029	8,8x	1,6x	8,0x	2,0%	6,2%	2.634	2.815	NA				
	DEME	6.483	17,5x	3,0x	8,0x	2,0%	4,6%	2.037	1.467	2.349				
<u>Enterprise Value (EV) &amp; Equity Value</u>		<u>Base Case EV</u>	<u>Base Case EBITDA</u>	<u>Base Case Turnover</u>	<u>Upside Case EV</u>	<u>Upside Case Price / Book</u>	<u>Upside Case PE</u>	<u>Downside Case EV</u>	<u>Downside Case Equity</u>	<u>Downside Case Price / Book</u>	<u>Bookvalue EV</u>	<u>Bookvalue Equity</u>	<u>Market Value EV</u>	<u>Market Value Equity</u>
Perpetual Growth Rate (g)	BOSKALIS	6.320	6.668	2,9x	7.828	8.176	3,6x	4.494	4.841	2,1x	1.935	2.283	3.236	3.637
Methodology	VAN OORD	3.423	3.447	3,4x	4.400	4.424	4,4x	2.252	2.276	2,2x	991	1.015	NA	NA
Average of Methods	JAN DE NUL	3.029	3.210	1,1x	3.317	3.498	1,2x	2.309	2.490	0,9x	2.634	2.815	NA	NA
	DEME	6.483	5.913	4,0x	8.245	7.675	5,2x	4.756	4.186	2,9x	2.037	1.467	2.349	1.860
	BOSKALIS	3.848	4.196	1,8x	4.454	4.802	2,1x	3.125	3.473	1,5x	1.935	2.283	3.236	3.637
	VAN OORD	2.264	2.288	2,3x	2.610	2.634	2,6x	2.043	2.067	2,0x	991	1.015	NA	NA
	JAN DE NUL	3.187	3.368	1,2x	3.333	3.514	1,2x	2.878	3.058	1,1x	2.634	2.815	NA	NA
	DEME	3.738	3.168	2,2x	4.297	3.727	2,5x	3.117	2.548	1,7x	2.037	1.467	2.349	1.860