

COMPETITOR ANALYSIS

Boskalis - Van Oord - Jan De Nul – DEME



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PROFITABILITY

P&L Financial Figures Boka - Van Oord - JDN - DEME - Great Lakes - CCCC period 2001-2022 in mio EUR

	2018	2019	2020	2021	2022		2018-2022	2013-2022	2008-2022	2003-2022
Boskalis										
Turnover	2,570	2,645	2,525	2,957	3,578		14,274	28,764	41,589	48,034
EBITDA	354	376	404	462	580	15.6%	2,176	5,861	8,541	9,574
EBIT	-401	111	-56	199	298	6.7%	151	1,623	3,304	3,899
Net Group Profit	-434	75	-97	148	240	5.0%	-67	857	2,153	2,646
Van Oord										
Turnover	1,876	1,644	1,677	1,517	2,021		8,735	18,302	26,591	
EBITDA	306	254	226	67	243	4.4%	1,096	2,755	4,222	
EBIT	145	88	59	-98	78	-6.5%	272	1,130	1,998	
Net Group Profit	92	46	33	-62	60	-4.1%	169	755	1,421	
Jan De Nul										
Turnover	1,708	2,030	1,908	1,737	2,493		9,875	20,582	30,593	35,835
EBITDA	277	342	344	231	440	13.3%	1,634	3,939	6,153	7,383
EBIT	78	137	129	16	216	0.9%	576	1,612	2,707	3,453
Net Group Profit	32	63	27	-19	109	-1.1%	212	926	1,709	2,473
DEME										
Turnover	2,646	2,622	2,196	2,511	2,655		12,629	24,432	32,826	37,432
EBITDA	459	437	369	469	474	18.7%	2,209	4,613	6,184	6,995
EBIT	196	141	64	143	155	5.7%	700	1,942	2,719	3,113
Net Group Profit	156	125	50	115	115	4.6%	561	1,349	1,888	2,130
Total Big Four										
Turnover	8,799	8,940	8,306	8,721	10,747		45,513	92,080	131,599	152,825
EBITDA	1,396	1,409	1,343	1,230	1,737	14.1%	7,114	17,167	25,100	28,925
EBIT	19	477	197	260	747	3.0%	1,699	6,307	10,728	12,896
Net Group Profit	-154	308	14	182	525	2.1%	875	3,887	7,171	8,981
Great Lakes										
Turnover	526	635	642	614	616		3,033	6,068	8,169	9,843
EBITDA	70	132	7	107	18	17.4%	334	617	911	1,095
EBIT	28	82	99	71	-26	11.5%	253	305	475	557
Net Group Profit	-5	44	58	42	-32	6.8%	106	62	111	82
CCCC - Dredging										
Turnover	4,464	4,472	4,879	5,629	7,199		26,643	47,197	61,993	
EBITDA	585	563	751	763	974	13.6%	3,636	6,761	9,086	
EBIT	362	228	246	223	341	4.0%	1,400	3,461	5,296	

PROFITABILITY

P&L Financial Figures Boka - Van Oord - JDN - DEME - Great Lakes - CCCC period 2001-2022 in mio EUR

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		2018-2022	2013-2022	2008-2022	2003-2022	
Boskalis																							3,578		14,274	28,764	41,589	48,034
Turnover	1,083	1,035	1,046	1,020	1,156	1,354	1,869	2,094	2,175	2,674	2,801	3,081	3,144	3,167	3,240	2,596	2,343	2,570	2,645	2,525	2,957	580	16.2%	2,176	5,861	8,541	9,574	
EBITDA	160	166	149	137	163	237	348	455	445	622	591	568	757	946	885	661	437	354	376	404	462	298	8.3%	151	1,623	3,304	3,899	
EBIT	98	100	70	48	82	150	246	339	249	402	354	337	463	652	563	-458	252	-401	111	-56	199	240	6.7%	-67	857	2,153	2,646	
Net Group Profit	78	82	71	34	63	117	207	250	229	313	254	250	365	492	444	-562	185	-434	75	-97	148							
Van Oord				2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		2018-2022	2013-2022	2008-2022		
Turnover				763	1,002	1,516	1,652	1,896	1,424	1,578	1,715	1,676	1,641	2,104	2,579	1,713	1,530	1,876	1,644	1,677	1,517	2,021		8,735	18,302	26,591		
EBITDA				110	140	211	290	366	260	289	287	265	318	312	406	333	290	306	254	226	67	243	12.0%	1,096	2,755	4,222		
EBIT				32	66	129	206	221	161	174	174	138	180	159	239	147	133	145	88	59	-98	78	3.9%	272	1,130	1,998		
Net Group Profit				16	42	89	164	165	120	165	118	98	130	119	169	90	78	92	46	33	-62	60	3.0%	169	755	1,421		
Jan De Nul	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		2018-2022	2013-2022	2008-2022	2003-2022	
Turnover	667	634	656	770	795	1,191	1,830	1,883	2,103	1,801	2,110	2,114	2,124	2,043	2,244	2,538	1,758	1,708	2,030	1,908	1,737	2,493		9,875	20,582	30,593	35,835	
EBITDA	163	129	119	179	178	298	456	377	493	374	460	510	550	419	632	339	365	277	342	344	231	440	17.6%	1,634	3,939	6,153	7,383	
EBIT	102	64	58	83	84	190	331	222	319	117	221	216	240	162	337	157	140	78	137	129	16	216	8.7%	576	1,612	2,707	3,453	
Net Group Profit	22	47	60	64	96	192	351	80	263	119	200	121	130	145	265	104	71	32	63	27	-19	109	4.4%	212	926	1,709	2,473	
DEME	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		2018-2022	2013-2022	2008-2022	2003-2022	
Turnover	744	677	721	649	845	1,077	1,314	1,509	1,403	1,801	1,766	1,915	2,532	2,587	2,351	1,978	2,356	2,646	2,622	2,196	2,511	2,655		12,629	24,432	32,826	37,432	
EBITDA	121	103	103	119	153	177	259	302	289	329	300	351	438	502	558	450	456	459	437	369	469	474	17.9%	2,209	4,613	6,184	6,995	
EBIT	72	49	43	42	78	82	149	175	147	177	137	140	217	259	318	218	231	196	141	64	143	155	5.8%	700	1,942	2,719	3,113	
Net Group Profit	40	34	27	26	43	53	93	121	104	121	104	89	109	169	199	155	155	156	125	50	115	115	4.3%	561	1,349	1,888	2,130	
Total Big Four	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		2018-2022	2013-2022	2008-2022	2003-2022	
Turnover	2,494	2,346	2,423	3,202	3,798	5,138	6,665	7,382	7,105	7,854	8,392	8,786	9,440	9,900	10,415	8,825	7,986	8,799	8,940	8,306	8,721	10,747		45,513	92,080	131,599	152,825	
EBITDA	444	398	371	545	634	922	1,353	1,500	1,487	1,613	1,638	1,694	2,063	2,178	2,481	1,783	1,548	1,396	1,409	1,343	1,230	1,737	16.2%	7,114	17,167	25,100	28,925	
EBIT	272	213	170	205	311	551	932	957	876	870	886	832	1,100	1,232	1,458	63	755	19	477	197	260	747	7.0%	1,699	6,307	10,728	12,896	
Net Group Profit	140	163	158	141	244	451	815	615	716	718	676	559	734	925	1,076	-213	489	-154	308	14	182	525	4.9%	875	3,887	7,171	8,981	
Great Lakes		2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		2018-2022	2013-2022	2008-2022	2003-2022	
Turnover		416	352	268	340	339	376	401	412	459	373	456	550	610	772	579	524	526	635	642	614	616		3,033	6,068	8,169	9,843	
EBITDA		62	44	24	32	42	42	38	57	76	65	58	74	58	75	63	12	70	132	7	107	18	2.9%	334	617	911	1,095	
EBIT		44	28	2	10	20	21	18	36	53	38	25	39	18	14	14	-32	28	82	99	71	-26	-4.3%	253	305	475	557	
Net Group Profit		15	-1	-14	-12	-7	5	3	11	25	12	-3	-26	8	-6	7	-28	-5	44	58	42	-32	-5.2%	106	62	111	82	
CCCC - Dredging				2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		2018-2022	2013-2022	2008-2022			
Turnover				752	1,143	1,587	2,023	2,399	2,845	3,596	3,933	3,981	3,450	4,846	4,139	4,139	4,464	4,472	4,879	5,629	7,199		26,643	47,197	61,993			
EBITDA				101	191	261	315	418	527	506	558	548	470	793	657	657	585	563	751	763	974	13.5%	3,636	6,761	9,086			
EBIT				60	147	211	247	326	421	412	430	440	329	543	374	374	362	228	246	223	341	4.7%	1,400	3,461	5,296			
Total All	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022		5 Year	10 Year	15 Year	2003-2022	
Turnover	2,494	2,762	2,775	3,470	4,890	6,621	8,628	9,806	9,916	11,157	12,362	13,175	13,972	13,960	16,033	13,542	12,649	13,789	14,047	13,827	14,964	18,562		75,189	145,344	201,760	228,144	
EBITDA	444	460	415	569	767	1,155	1,656	1,853	1,962	2,217	2,209	2,310	2,686	2,706	3,349	2,503	2,217	2,051	2,104	2,102	2,099	2,729	14.7%	11,085	24,546	35,096	39,659	
EBIT	272	257	199	206	381	718	1,164	1,222	1,238	1,344	1,336	1,287	1,578	1,580	2,014	451	1,097	408	787	542	553	1,062	5.7%	3,352	10,073	16,499	19,168	

STATEMENTS OF CASH FLOWS – Y2022

Year 2022	Boskalis		Van Oord		Jan De Nul		DEME	
Turnover	3,578,159		2,020,815		2,493,096		2,654,725	
Net Group Profit (incl. NCI)	239,987	6.7%	60,363	3.0%	109,427	4.4%	112,720	4.2%
Operating Profit	297,594	8.3%	77,562	3.8%	216,240	8.7%	155,236	5.8%
Depreciation, amortization and impairment losses	304,068	8.5%	165,409	8.2%	223,778	9.0%	318,670	12.0%
Taxes	-34,876	-12.7%	-17,064	-22.0%	-31,775	-22.5%	-42,962	-27.6%
Movements in Working Capital / Provisions	9,226		-147,789		92,971		23,859	
Other Adjustments	-82,145		2,104		-67,147		-6,362	
Cash flow from Operating Activities	493,867	13.8%	80,222	4.0%	434,067	17.4%	448,441	16.9%
Net investments in intangible and tangible assets	-422,897		-217,593		-503,247		-475,602	
Net investments in financial fixed assets	85,281		31,028		-2,893		-13,252	
Cash flow from/(used in) Investing Activities	-337,616	68.4%	-186,565	232.6%	-506,140	116.6%	-488,854	109.0%
Dividend	-64,662	-26.9%	0		0		-40,843	-36.2%
Net interest expense	-13,166		-9,158		6,834		-9,627	
Other movements (Equity)	0		0		0		0	
Debt movements	-68,075		143,257		127,883		84,512	
Cash flow from/(used in) Financing Activities	-145,903		134,099		134,718		34,042	
Cash at 1 January 2022	749,524		372,637		701,632		528,632	
Cash at 31 December 2022	759,872	10,348	400,393	27,756	764,276	62,644	522,261	-6,371
EBITDA	580,479	16.2%	243,000	12.0%	440,000	17.6%	473,906	17.9%
Cash Flow (CF)	493,867	13.8%	80,222	4.0%	434,067	17.4%	448,441	16.9%
Levered Free Cash Flow (FCF)	143,085	4.0%	-115,501	-5.7%	-65,239	-2.6%	-50,040	-1.9%
Free Cash Flow to Equity (FCFE)	75,010	2.1%	27,756	1.4%	62,644	2.5%	34,472	1.3%
Unlevered Free Cash Flow (FCFF)	154,580	4.3%	-108,361	-5.4%	-70,535	-2.8%	-43,070	-1.6%

STATEMENTS OF CASH FLOWS – Y2021

Year 2021	Boskalis		Van Oord		Jan De Nul		DEME	
Turnover	2,956,778		1,516,635		1,736,735		2,510,607	
Net Group Profit (incl. NCI)	148,399	5.0%	-62,433	-4.1%	-20,258	-1.2%	114,581	4.6%
Operating Profit	198,588	6.7%	-103,788	-6.8%	15,569	0.9%	143,281	5.7%
Depreciation, amortization and impairment losses	263,670	8.9%	164,791	10.9%	215,247	12.4%	325,216	13.0%
Taxes	-43,273	-22.6%	-4,526	7.8%	-52,817	-162.2%	-38,422	-25.1%
Movements in Working Capital / Provisions	42,284		55,522		-215,682		-6,732	
Other Adjustments	-42,623		-76,137		44,696		-2,082	
Cash flow from Operating Activities	418,646	14.2%	35,862	2.4%	7,012	0.4%	421,261	16.8%
Net investments in intangible and tangible assets	-348,860		-202,687		-67,009		-253,598	
Net investments in financial fixed assets	63		104,817		-25,958		-12,814	
Cash flow from/(used in) Investing Activities	-348,797	83.3%	-97,870	272.9%	-92,968	1325.9%	-266,412	63.2%
Dividend	-64,819		-15,963		0		-20,421	
Net interest expense	-11,830		-7,786		4,469		-202	
Other movements (Equity)	-27,711		0		0		0	
Debt movements	-30,957		189,970		227,866		-227,531	
Cash flow from/(used in) Financing Activities	-135,317		166,221		232,335		-248,154	
Cash at 1 January 2021	814,992		268,424		555,253		621,937	
Cash at 31 December 2021	749,524	-65,468	372,637	104,213	701,632	146,379	528,632	-93,305
EBITDA	462,258	15.6%	67,000	4.4%	231,000	13.3%	469,309	18.7%
Cash Flow (CF)	418,646	14.2%	35,862	2.4%	7,012	0.4%	421,261	16.8%
Levered Free Cash Flow (FCF)	58,019	2.0%	-69,794	-4.6%	-81,487	-4.7%	154,647	6.2%
Free Cash Flow to Equity (FCFE)	27,062	0.9%	120,176	7.9%	146,379	8.4%	-72,884	-2.9%
Unlevered Free Cash Flow (FCFF)	67,178	2.3%	-61,399	-4.0%	-78,707	-4.5%	154,798	6.2%

STATEMENTS OF CASH FLOWS – 2018-2022 (5 years)

Period 2018 - 2022 (5 years)	Boskalis		Van Oord		Jan De Nul		DEME	
Turnover	14,273,997		8,734,748		9,875,176		12,628,905	
Net Group Profit (incl. NCI)	-67,130	-0.5%	168,950	1.9%	210,966	2.1%	558,322	4.4%
Operating Profit	150,817	1.1%	264,423	3.0%	575,326	5.8%	699,956	5.5%
Depreciation, amortization and impairment losses	1,971,100	13.8%	823,718	9.4%	1,057,345	10.7%	1,501,835	11.9%
Taxes	-152,109	-179.0%	-63,515	-27.3%	-184,271	-46.6%	-185,362	-24.9%
Movements in Working Capital / Provisions	459,741		-102,603		-54,833		-57,419	
Other Adjustments	-218,666		-112,031		-213,700		-106,520	
Cash flow from Operating Activities	2,210,883	15.5%	809,992	9.3%	1,179,867	11.9%	1,852,490	14.7%
Net investments in intangible and tangible assets	-1,374,129		-818,244		-1,389,047		-1,765,812	
Net investments in financial fixed assets	234,421		72,323		-28,827		100,962	
Cash flow from/(used in) Investing Activities	-1,139,708	51.5%	-745,921	92.1%	-1,417,874	120.2%	-1,664,850	89.9%
Dividend	-234,620	349.5%	-110,689	-65.5%	0	0.0%	-171,268	-30.7%
Net interest expense	-59,239		-108,783		26,068		-32,731	
Other movements (Equity)	-120,567		0		0		0	
Debt movements	-48,031		240,041		444,347		103,903	
Cash flow from/(used in) Financing Activities	-462,457		20,569		470,414		-100,096	
Cash at 1 January 2018	151,154		315,753		531,869		434,717	
Cash at 31 December 2022	759,872	608,718	400,393	84,640	764,276	232,407	522,261	87,544
EBITDA	2,176,137	15.2%	1,096,000	12.5%	1,633,769	16.5%	2,208,572	17.5%
Cash Flow (CF)	2,210,883	15.5%	809,992	9.3%	1,179,867	11.9%	1,852,490	14.7%
Levered Free Cash Flow (FCF)	1,011,936	7.1%	-44,712	-0.5%	-211,939	-2.1%	154,909	1.2%
Free Cash Flow to Equity (FCFE)	963,905	6.8%	195,329	2.2%	232,407	2.4%	258,812	2.0%
Unlevered Free Cash Flow (FCFF)	1,065,950	7.5%	48,802	0.6%	-222,326	-2.3%	179,038	1.4%

STATEMENTS OF CASH FLOWS – 2013-2022 (10 years)

Period 2013 - 2022 (10 years)	Boskalis		Van Oord		Jan De Nul		DEME	
Turnover	28,764,209		18,302,158		20,582,198		24,432,652	
Net Group Profit (incl. NCI)	821,815	2.9%	755,694	4.1%	926,275	4.5%	1,352,256	5.5%
Operating Profit	1,558,849	5.4%	1,110,263	6.1%	1,498,095	7.3%	1,860,396	7.6%
Depreciation, amortization and impairment losses	4,169,172	14.5%	1,625,476	8.9%	2,326,660	11.3%	2,614,328	10.7%
Taxes	-497,679	-37.7%	-232,649	-23.5%	-312,676	-25.2%	-407,296	-23.1%
Movements in Working Capital / Provisions	173,634		248,928		-470,325		165,668	
Other Adjustments	-353,717		-228,070		-266,811		-168,442	
Cash flow from Operating Activities	5,050,259	17.6%	2,523,948	13.8%	2,774,943	13.5%	4,064,654	16.6%
Net investments in intangible and tangible assets	-2,575,951		-1,775,063		-2,159,185		-2,861,686	
Net investments in financial fixed assets	-235,003		40,947		-39,641		-220,335	
Cash flow from/(used in) Investing Activities	-2,810,954	55.7%	-1,734,116	68.7%	-2,198,826	79.2%	-3,082,021	75.8%
Dividend	-454,664	-55.3%	-394,390	-52.2%	0	0.0%	-402,087	-29.7%
Net interest expense	-217,437		-238,501		16,892		-166,952	
Other movements (Equity)	90,533		0		0		5,850	
Debt movements	-1,231,396		95,798		-60,809		-76,038	
Cash flow from/(used in) Financing Activities	-1,812,964		-537,093		-43,916		-639,227	
Cash at 1 January 2013	333,531		147,654		232,075		178,855	
Cash at 31 December 2022	759,872	426,341	400,393	252,739	764,276	532,201	522,261	343,406
EBITDA	5,903,937	20.5%	2,755,000	15.1%	3,938,769	19.1%	4,612,572	18.9%
Cash Flow (CF)	5,050,259	17.6%	2,523,948	13.8%	2,774,943	13.5%	4,064,654	16.6%
Levered Free Cash Flow (FCF)	2,021,868	7.0%	551,331	3.0%	593,010	2.9%	815,681	3.3%
Free Cash Flow to Equity (FCFE)	790,472	2.7%	647,129	3.5%	532,201	2.6%	739,643	3.0%
Unlevered Free Cash Flow (FCFF)	2,217,897	7.7%	744,007	4.1%	589,175	2.9%	942,064	3.9%

STATEMENTS OF CASH FLOWS – 2008-2022 (15 years)

Period 2008 - 2022 (15 years)	Boskalis		Van Oord		Jan De Nul		DEME	
Turnover	41,589,108		26,591,860		30,593,288		32,825,974	
Net Group Profit (incl. NCI)	2,127,011	5.1%	1,422,405	5.3%	1,709,301	5.6%	1,880,113	5.7%
Operating Profit	3,238,952	7.8%	1,977,567	7.4%	2,500,489	8.2%	2,636,359	8.0%
Depreciation, amortization and impairment losses	5,167,592	12.4%	2,189,767	8.2%	3,444,897	11.3%	3,410,932	10.4%
Taxes	-826,375	-28.0%	-332,420	-18.9%	-416,095	-19.6%	-526,871	-21.9%
Movements in Working Capital / Provisions	111,272		307,304		-620,718		489,479	
Other Adjustments	-442,725		-231,308		-315,733		-204,645	
Cash flow from Operating Activities	7,248,716	17.4%	3,910,910	14.7%	4,592,839	15.0%	5,805,254	17.7%
Net investments in intangible and tangible assets	-3,795,504		-3,095,546		-4,323,027		-4,683,729	
Net investments in financial fixed assets	-1,438,543		27,627		-142,817		-253,304	
Cash flow from/(used in) Investing Activities	-5,234,047	72.2%	-3,067,919	78.4%	-4,465,844	97.2%	-4,937,033	85.0%
Dividend	-732,448	-34.4%	-849,437	-59.7%	0	0.0%	-566,147	-30.1%
Net interest expense	-318,074		-311,151		-95,790		-270,268	
Other movements (Equity)	317,884		-35,000		0		9,548	
Debt movements	-816,062		406,869		304,345		398,719	
Cash flow from/(used in) Financing Activities	-1,548,700		-788,719		208,555		-428,148	
Cash at 1 January 2008	293,903		346,121		428,726		82,188	
Cash at 31 December 2022	759,872	465,969	400,393	54,272	764,276	335,551	522,261	440,073
EBITDA	8,583,937	20.6%	4,222,000	15.9%	6,152,893	20.1%	6,183,572	18.8%
Cash Flow (CF)	7,248,716	17.4%	3,910,910	14.7%	4,592,839	15.0%	5,805,254	17.7%
Levered Free Cash Flow (FCF)	1,696,595	4.1%	531,840	2.0%	31,206	0.1%	597,953	1.8%
Free Cash Flow to Equity (FCFE)	880,533	2.1%	938,709	3.5%	335,550	1.1%	996,672	3.0%
Unlevered Free Cash Flow (FCFF)	1,973,318	4.7%	788,883	3.0%	126,133	0.4%	810,025	2.5%

STATEMENTS OF CASH FLOWS – 2003-2022 (20 years)

Period 2003 - 2022 (20 years)	Boskalis		DEME	
Turnover	48,034,108		37,432,271	
Net Group Profit (incl. NCI)	2,615,436	5.4%	2,115,166	5.7%
Operating Profit	3,834,157	8.0%	3,030,224	8.1%
Depreciation, amortization and impairment losses	5,605,375	11.7%	3,828,897	10.2%
Taxes	-888,604	-25.4%	-610,851	-22.4%
Movements in Working Capital / Provisions	208,878		504,982	
Other Adjustments	-465,566		-190,354	
Cash flow from Operating Activities	8,294,240	17.3%	6,562,898	17.5%
Net investments in intangible and tangible assets	-4,520,863		-5,430,577	
Net investments in financial fixed assets	-1,439,469		-257,001	
Cash flow from/(used in) Investing Activities	-5,960,332	71.9%	-5,687,578	86.7%
Dividend	-850,823	-32.5%	-625,172	-29.6%
Net interest expense	-323,841		-343,568	
Other movements (Equity)	317,884		11,388	
Debt movements	-763,852		569,373	
Cash flow from/(used in) Financing Activities	-1,620,632		-387,979	
Cash at 1 January 2003	46,596		34,920	
Cash at 31 December 2022	759,872	713,276	522,261	487,341
EBITDA	9,616,737	23.1%	6,995,099	21.3%
Cash Flow (CF)	8,294,240	19.9%	6,562,898	20.0%
Levered Free Cash Flow (FCF)	2,010,067	4.8%	531,752	1.6%
Free Cash Flow to Equity (FCFE)	1,246,215	3.0%	1,101,125	3.4%
Unlevered Free Cash Flow (FCFF)	2,291,741	5.5%	798,359	2.4%

BOSKALIS

Boskalis	2022		2022 - 2018 (5 y)		2022 - 2013 (10 y)		2022 - 2008 (15 y)		2022 - 2003 (20 y)	
Turnover	3,578,159		14,273,997		28,764,209		41,589,108		48,034,108	
Net Group Profit (incl. NCI)	239,987	6.7%	-67,130	-0.5%	821,815	2.9%	2,127,011	5.1%	2,615,436	5.4%
Operating Profit	297,594	8.3%	150,817	1.1%	1,558,849	5.4%	3,238,952	7.8%	3,834,157	8.0%
Depreciation, amortization and impairment losses	304,068	8.5%	1,971,100	13.8%	4,169,172	14.5%	5,167,592	12.4%	5,605,375	11.7%
Taxes	-34,876	-12.7%	-152,109	-179.0%	-497,679	-37.7%	-826,375	-28.0%	-888,604	-25.4%
Movements in Working Capital / Provisions	9,226		459,741		173,634		111,272		208,878	
Other Adjustments	-82,145		-218,666		-353,717		-442,725		-465,566	
Cash flow from Operating Activities	493,867	13.8%	2,210,883	15.5%	5,050,259	17.6%	7,248,716	17.4%	8,294,240	17.3%
Net investments in intangible and tangible assets	-422,897		-1,374,129		-2,575,951		-3,795,504		-4,520,863	
Net investments in financial fixed assets	85,281		234,421		-235,003		-1,438,543		-1,439,469	
Cash flow from/(used in) Investing Activities	-337,616	68.4%	-1,139,708	51.5%	-2,810,954	55.7%	-5,234,047	72.2%	-5,960,332	71.9%
Dividend	-64,662	-26.9%	-234,620	349.5%	-454,664	-55.3%	-732,448	-34.4%	-850,823	-32.5%
Net interest expense	-13,166		-59,239		-217,437		-318,074		-323,841	
Other movements (Equity)	0		-120,567		90,533		317,884		317,884	
Debt movements	-68,075		-48,031		-1,231,396		-816,062		-763,852	
Cash flow from/(used in) Financing Activities	-145,903		-462,457		-1,812,964		-1,548,700		-1,620,632	
Cash at 1 January	749,524		151,154		333,531		293,903		46,596	
Cash at 31 December	759,872	10,348	759,872	608,718	759,872	426,341	759,872	465,969	759,872	713,276
EBITDA	580,479	16.2%	2,176,137	15.2%	5,903,937	20.5%	8,583,937	20.6%	9,616,737	20.0%
Cash Flow (CF)	493,867	13.8%	2,210,883	15.5%	5,050,259	17.6%	7,248,716	17.4%	8,294,240	17.3%
Levered Free Cash Flow (FCF)	143,085	4.0%	1,011,936	7.1%	2,021,868	7.0%	1,696,595	4.1%	2,010,067	4.2%
Free Cash Flow to Equity (FCFE)	75,010	2.1%	963,905	6.8%	790,472	2.7%	880,533	2.1%	1,246,215	2.6%
Unlevered Free Cash Flow (FCFF)	154,580	4.3%	1,065,950	7.5%	2,217,897	7.7%	1,973,318	4.7%	2,291,741	4.8%

VAN OORD

Van Oord	2022		2022 - 2018 (5 y)		2022 - 2013 (10 y)		2022 - 2008 (15 y)	
Turnover	2,020,815		8,734,748		18,302,158		26,591,860	
Net Group Profit (incl. NCI)	60,363	3.0%	168,950	1.9%	755,694	4.1%	1,422,405	5.3%
Operating Profit	77,562	3.8%	264,423	3.0%	1,110,263	6.1%	1,977,567	7.4%
Depreciation, amortization and impairment losses	165,409	8.2%	823,718	9.4%	1,625,476	8.9%	2,189,767	8.2%
Taxes	-17,064	-22.0%	-63,515	-27.3%	-232,649	-23.5%	-332,420	-18.9%
Movements in Working Capital / Provisions	-147,789		-102,603		248,928		307,304	
Other Adjustments	2,104		-112,031		-228,070		-231,308	
Cash flow from Operating Activities	80,222	4.0%	809,992	9.3%	2,523,948	13.8%	3,910,910	14.7%
Net investments in intangible and tangible assets	-217,593		-818,244		-1,775,063		-3,095,546	
Net investments in financial fixed assets	31,028		72,323		40,947		27,627	
Cash flow from/(used in) Investing Activities	-186,565	232.6%	-745,921	92.1%	-1,734,116	68.7%	-3,067,919	78.4%
Dividend	0	0.0%	-110,689	-65.5%	-394,390	-52.2%	-849,437	-59.7%
Net interest expense	-9,158		-108,783		-238,501		-311,151	
Other movements (Equity)	0		0		0		-35,000	
Debt movements	143,257		240,041		95,798		406,869	
Cash flow from/(used in) Financing Activities	134,099		20,569		-537,093		-788,719	
Cash at 1 January	372,637		315,753		147,654		346,121	
Cash at 31 December	400,393	27,756	400,393	84,640	400,393	252,739	400,393	54,272
EBITDA	243,000	12.0%	1,096,000	12.5%	2,755,000	15.1%	4,222,000	15.9%
Cash Flow (CF)	80,222	4.0%	809,992	9.3%	2,523,948	8.8%	3,910,910	14.7%
Levered Free Cash Flow (FCF)	-115,501	-5.7%	-44,712	-0.5%	551,331	1.9%	531,840	2.0%
Free Cash Flow to Equity (FCFE)	27,756		195,329		647,129		938,709	
Unlevered Free Cash Flow (FCFF)	-108,361	-5.4%	48,802	0.6%	744,007	2.6%	788,883	3.0%

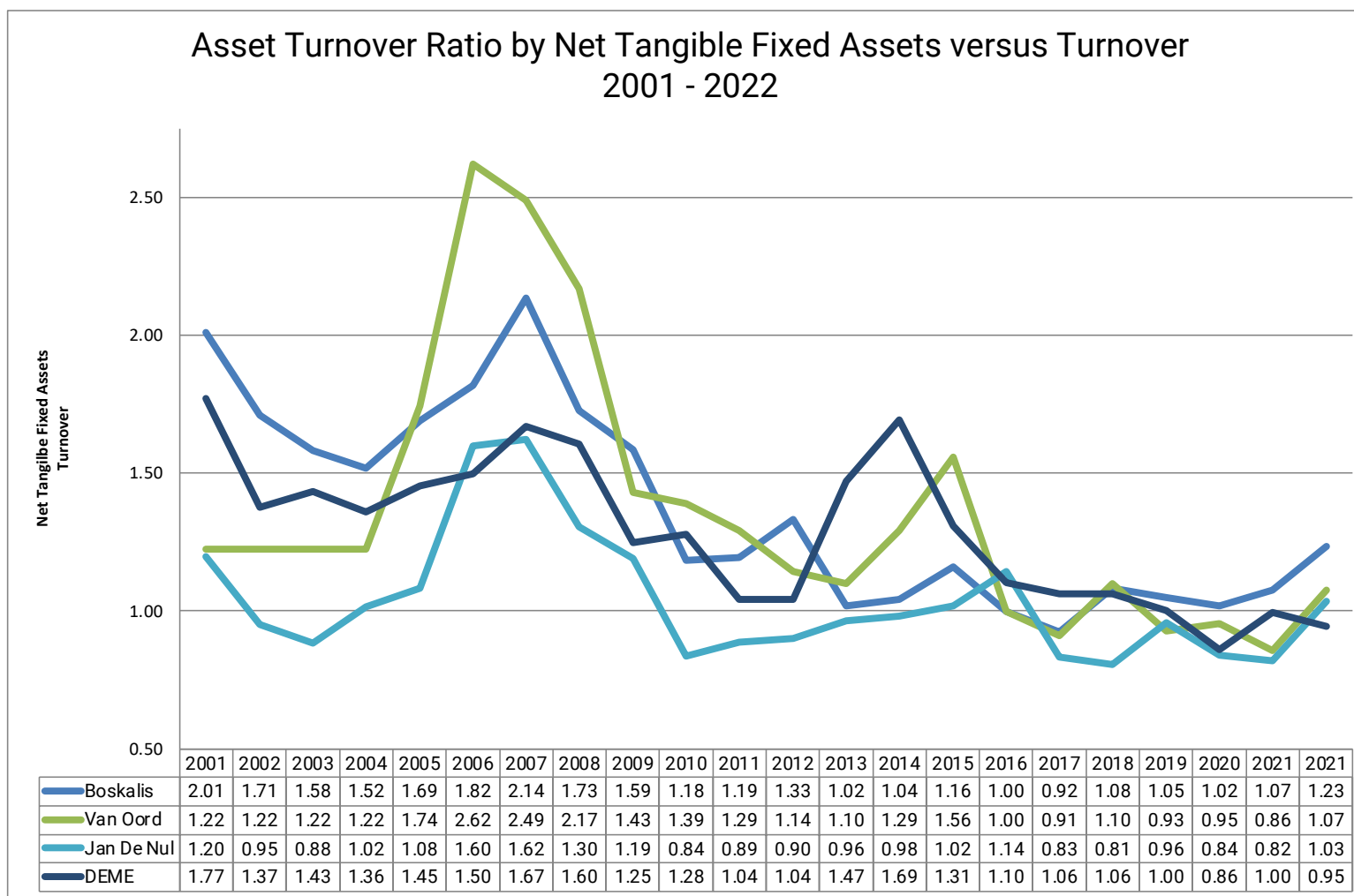
JAN DE NUL

Jan De Nul	2022		2022 - 2018 (5 y)		2022 - 2013 (10 y)		2022 - 2008 (15 y)	
Turnover	2,493,096		9,875,176		20,582,198		30,593,288	
Net Group Profit (incl. NCI)	109,427	4.4%	210,966	2.1%	926,275	4.5%	1,709,301	5.6%
Operating Profit	216,240	8.7%	575,326	5.8%	1,498,095	7.3%	2,500,489	8.2%
Depreciation, amortization and impairment losses	223,778	9.0%	1,057,345	10.7%	2,326,660	11.3%	3,444,897	11.3%
Taxes	-31,775	-22.5%	-184,271	-46.6%	-312,676	-25.2%	-416,095	-19.6%
Movements in Working Capital / Provisions	92,971		-54,833		-470,325		-620,718	
Other Adjustments	-67,147		-213,700		-266,811		-315,733	
Cash flow from Operating Activities	434,067	17.4%	1,179,867	11.9%	2,774,943	13.5%	4,592,839	15.0%
Net investments in intangible and tangible assets	-503,247		-1,389,047		-2,159,185		-4,323,027	
Net investments in financial fixed assets	-2,893		-28,827		-39,641		-142,817	
Cash flow from/(used in) Investing Activities	-506,140	116.6%	-1,417,874	120.2%	-2,198,826	79.2%	-4,465,844	97.2%
Dividend	0		0		0		0	
Net interest expense	6,834		26,068		16,892		-95,790	
Other movements (Equity)	0		0		0		0	
Debt movements	127,883		444,347		-60,809		304,345	
Cash flow from/(used in) Financing Activities	134,718		470,414		-43,916		208,555	
Cash at 1 January	701,632		531,869		232,075		428,726	
Cash at 31 December	764,276	62,644	764,276	232,407	764,276	532,201	764,276	335,551
EBITDA	440,000	17.6%	1,633,769	16.5%	3,938,769	19.1%	6,152,893	20.1%
Cash Flow (CF)	434,067	17.4%	1,179,867	11.9%	2,774,943	13.5%	4,592,839	15.0%
Levered Free Cash Flow (FCF)	-65,239	-2.6%	-211,939	-2.1%	593,010	2.9%	31,206	0.1%
Free Cash Flow to Equity (FCFE)	62,644	2.5%	232,407	2.4%	532,201	2.6%	335,550	1.1%
Unlevered Free Cash Flow (FCFF)	-70,535	-2.8%	-222,326	-2.3%	589,175	2.9%	126,133	0.4%

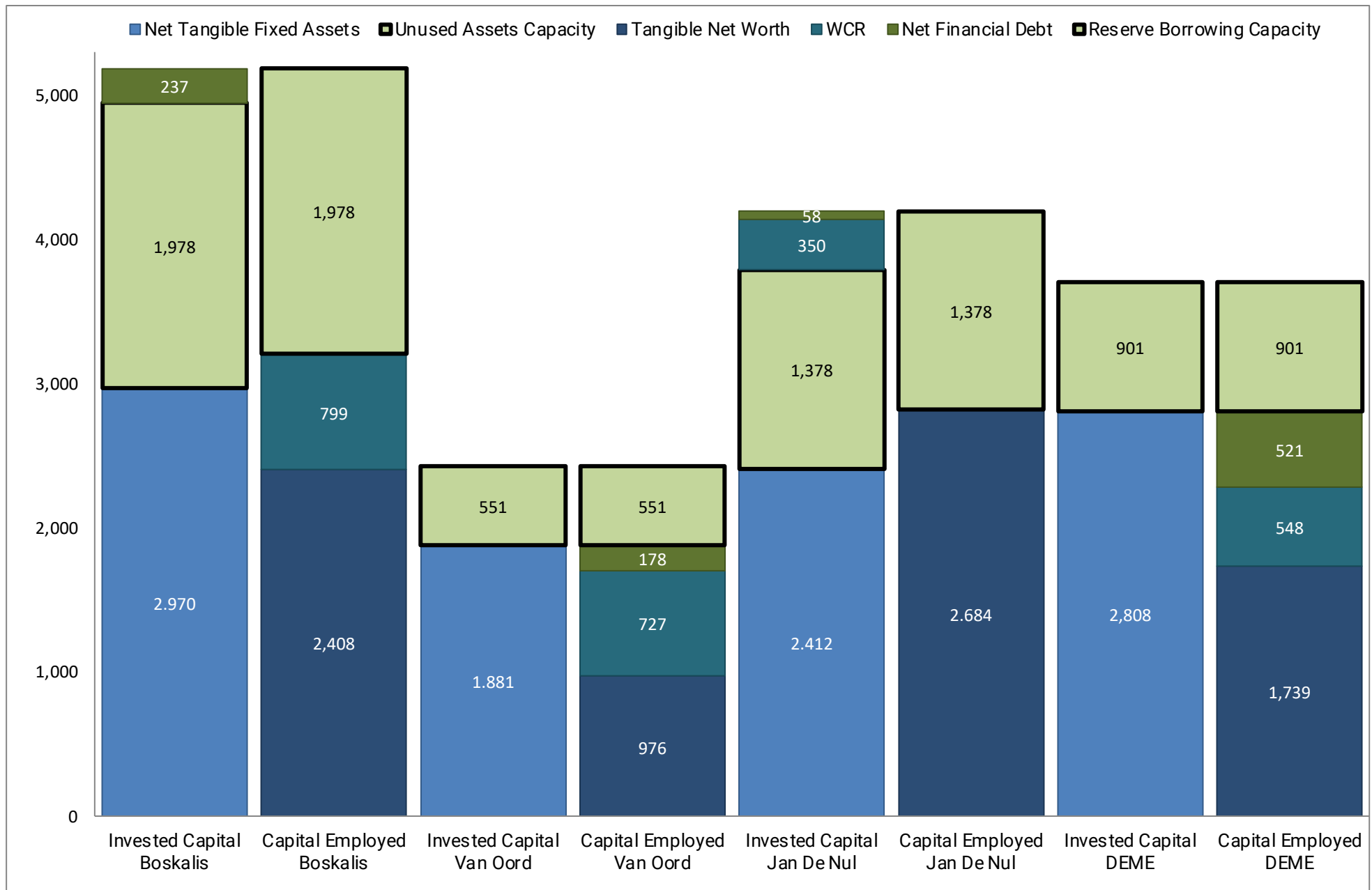
DEME

DEME	2022		2022 - 2018 (5 y)		2022 - 2013 (10 y)		2022 - 2008 (15 y)		2022 - 2003 (20 y)	
Turnover	2,654,725		12,628,905		24,432,652		32,825,974		37,432,271	
Net Group Profit (incl. NCI)	112,720	4.2%	558,322	4.4%	1,352,256	5.5%	1,880,113	5.7%	2,115,166	5.7%
Operating Profit	155,236	5.8%	699,956	5.5%	1,860,396	7.6%	2,636,359	8.0%	3,030,224	8.1%
Depreciation, amortization and impairment losses	318,670	12.0%	1,501,835	11.9%	2,614,328	10.7%	3,410,932	10.4%	3,828,897	10.2%
Taxes	-42,962	-27.6%	-185,362	-24.9%	-407,296	-23.1%	-526,871	-21.9%	-610,851	-22.4%
Movements in Working Capital / Provisions	23,859		-57,419		165,668		489,479		504,982	
Other Adjustments	-6,362		-106,520		-168,442		-204,645		-190,354	
Cash flow from Operating Activities	448,441	16.9%	1,852,490	14.7%	4,064,654	16.6%	5,805,254	17.7%	6,562,898	17.5%
Net investments in intangible and tangible assets	-475,602		-1,765,812		-2,861,686		-4,683,729		-5,430,577	
Net investments in financial fixed assets	-13,252		100,962		-220,335		-253,304		-257,001	
Cash flow from/(used in) Investing Activities	-488,854	109.0%	-1,664,850	89.9%	-3,082,021	75.8%	-4,937,033	85.0%	-5,687,578	86.7%
Dividend	-40,843	-36.2%	-171,268	-30.7%	-402,087	-29.7%	-566,147	-30.1%	-625,172	-29.6%
Net interest expense	-9,627		-32,731		-166,952		-270,268		-343,568	
Other movements (Equity)	0		0		5,850		9,548		11,388	
Debt movements	84,512		103,903		-76,038		398,719		569,373	
Cash flow from/(used in) Financing Activities	34,042		-100,096		-639,227		-428,148		-387,979	
Cash at 1 January	528,632		434,717		178,855		82,188		34,920	
Cash at 31 December	522,261	-6,371	522,261	87,544	522,261	343,406	522,261	440,073	522,261	487,341
EBITDA	473,906	17.9%	2,208,572	17.5%	4,612,572	18.9%	6,183,572	18.8%	6,995,099	21.3%
Cash Flow (CF)	448,441	16.9%	1,852,490	14.7%	4,064,654	16.6%	5,805,254	17.7%	6,562,898	20.0%
Levered Free Cash Flow (FCF)	-50,040	-1.9%	154,909	1.2%	815,681	3.3%	597,953	1.8%	531,752	1.6%
Free Cash Flow to Equity (FCFE)	34,472	1.3%	258,812	2.0%	739,643	3.0%	996,672	3.0%	1,101,125	3.4%
Unlevered Free Cash Flow (FCFF)	-43,070	-1.6%	179,038	1.4%	942,064	3.9%	810,025	2.5%	798,359	2.4%

BALANCE SHEET ANALYSIS – Y2022



Theoretical Reserve Borrowing Capacity		BOSKALIS	VAN OORD	JDN	DEME
Equity to Assets Ratio	Equity / Total Assets max 25 %	5,030	901	6,647	2,595
Debt to Equity Ratio	Net Financial Debt / Equity max 2	5,413	1,792	5,829	3,032
Debt Coverage Ratio	EBITDA / Net Financial Debt max 3	1,978	551	1,378	901
Debt Coverage Ratio	EBITDA / Net Financial Debt max 1	817	65	498	-47



EXPLANATORY NOTE

The following notes can be considered as explanatory remarks and reflections on the previous tables. We make no representations or warranties of any kind, express or implied, about the completeness, accuracy, reliability, suitability, or availability with respect to this information for any purpose. Any reliance you place on such information is therefore strictly at your own risk.

- **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 Y2021: *"The maintenance and repair expenses to keep the assets in their operational condition are charged to the Statement of Profit or Loss"*. As of Y2022, the annual report of Boskalis has been substantially reduced as the company has been delisted and is now part of HAL. 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. As both Boskalis and DEME do not report their IAS 16 activation of maintenance and repair costs, the effect on their EBITDA's can be estimated at between +1,5 % and +2,5 % compared to applying a provision system and assuming that those costs are included in the EBITDA result. The bottom-line result in the long run should lead to the same result reported, it is merely the EBITDA that is affected. But as EBITDA is often used in valuing a company or whereas EBITDA margin is used to measure operational performance, a correction of +2 % (best guess estimate) could be applied on the EBITDAs of the groups using a provision system.
- Figures of CCCC: these are only the segment 'Dredging'. End of Y2022, CCCC Dredging reported a backlog of 27,8 billion EUR on projects of which the value of new projects obtained during the year 2002 was 14,5 billion EUR. Wherein, the value of new contracts from overseas markets amounted to 770 million EUR.

- **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 JDN reports according to Luxembourg GAAP.

- Jan De Nul: Until 2015, the interest expenses were not reported separately but those expenses 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. It lacks some 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."

- The ten- and fifteen-year summary enables us to see longer term trends on cash flow strategies pursued. 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 their own 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	2,211	2,176	98%	810	1,096	135%	1,180	1,634	138%	1,852	2,209	119%
Ten Year	5,050	5,861	116%	2,524	2,755	109%	2,775	3,939	142%	4,065	4,613	113%
Fifteen Year	7,249	8,541	118%	3,911	4,222	108%	4,593	6,153	134%	5,805	6,184	107%

To improve comparability, in the following table the corporate income taxes have been excluded out of the Cash Flow from Operating Activities to have the Cash Flow 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	2,363	2,176	92%	874	1,096	125%	1,364	1,634	120%	2,038	2,209	108%
Ten Year	5,548	5,861	106%	2,757	2,755	100%	3,088	3,939	128%	4,472	4,613	103%
Fifteen Year	8,075	8,541	106%	4,243	4,222	99%	5,009	6,153	123%	6,332	6,184	98%

The EBITDA of DEME and Van Oord was over the ten and fifteen years in line with its adjusted 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. 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. Two other reasons are 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, again 20,4 mio EUR in Y2021 and 4,8 mio EUR in 2022. Further JDN reports higher amounts than the competitors under financial results – exchange results. The objective should be to report exchange results related to operational cash flows under operating income instead of under financial income. Reporting exchange results tends to be a complicated manner in practice. If not done properly, operational results and financial results do not give the correct picture.

- **Balance Sheet Analysis**

- 'Net Tangible Fixed Assets' has been used as an 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 at the end of Y2022 180 mio EUR reported under 'Intangibles' of which a big part must be goodwill. Since being delisted in Y2022, Boskalis provides a limited financial report. Their previous top-notch financial reports when being directly listed are certainly missed. Goodwill is not depreciated under IFRS. It stays unchanged on the balance sheet until impairment is required.
 - Van Oord had at the end of 2022 an amount of 9 mio EUR reported under 'Intangible Fixed Assets'. In accordance with Dutch GAAP this is depreciated over twenty years.
 - The acquisitions done in recent years by DEME (A2Sea, G-Tec, part of Medco, SPT Offshore) were done by paying hardly any goodwill or a surplus value over book value. End of 2022, 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		
		2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Equity to Assets Ratio	Equity / Total Assets max 25 %	4,617	4,606	5,030	1,602	1,018	901	7,100	6,611	6,647	2,000	2,347	2,595
Debt to Equity Ratio	Net Financial Debt / Equity max 2	4,890	5,012	5,413	2,054	1,767	1,792	7,100	5,635	5,829	2,482	2,806	3,032
Debt Coverage Ratio	EBITDA / Net Financial Debt max 3	1,530	1,589	1,978	702	139	551	1,236	816	1,378	619	1,015	901
Debt Coverage Ratio	EBITDA / Net Financial Debt max 1	722	665	817	250	5	65	548	354	498	-120	77	-47

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 a few years ago. The monetary tightening by central banks which is required to contain inflation might impact future credit conditions and see this covenant back at 2,5. But as of today, 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 where also the four groups have stronger balance sheets than in past times. Boskalis further wrote in their annual report Y2021: 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.

At the end of 2022, Van Oord 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 from achieving the optimum Equity/Debt ratio. All four groups keep strong cash balances at hand. In a project driven environment of the sort of dredging / maritime construction maintaining a safe cash reserve combined with unused and confirmed credit lines are highly recommendable in case of the occurrence of a black swan event which could wipe out a company in an extreme situation.

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

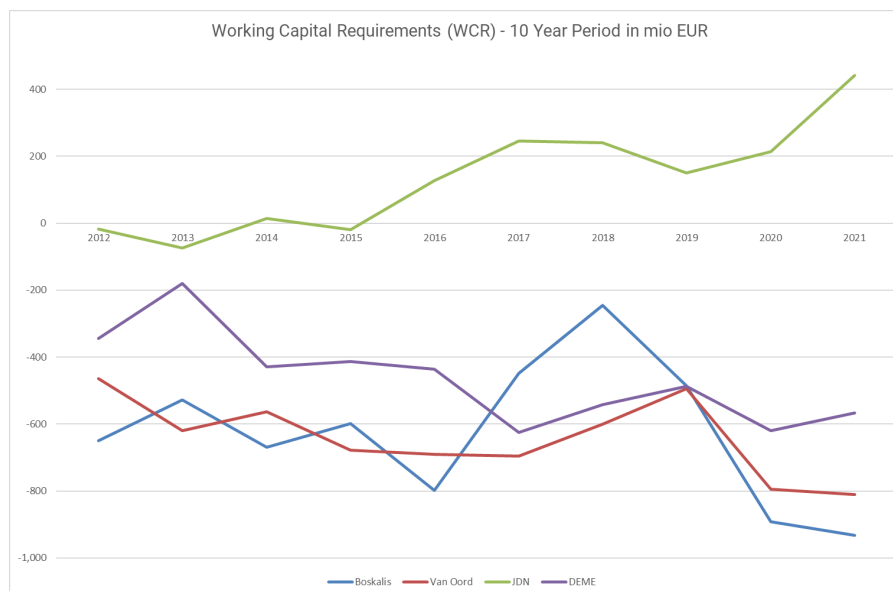
This ratio and graph illustrate the high capital requirements and cyclicity of the business.

- 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' also consists out of a variety of 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 a big amount of 96 mio EUR, combined with the sale of the interest in the partnership SAAM Smit Towage (Y2018), this number had fallen back to 208 mio EUR in 2020 and in 2021 has remained at a steady level of 206 mio EUR, to fall 69 mio EUR end of 2022. 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 2021, the four groups have evolved to an average Asset Turnover ratio of around 1 or even slightly below. Except for DEME, in 2022 this benchmark increased substantially to above 1 and even Boskalis to 1,23. This means that business has recovered, which is also clear in the high order books of the four groups. Even when margins stay competitive when asset velocity picks up, higher margins in absolute numbers are lying in the road ahead.

- **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 Y2022: Boskalis: -799 mio EUR, Van Oord: -735 mio EUR, Jan De Nul: +350 mio EUR and DEME -548 mio EUR. The WCR of JDN is the highest compared to the other three. For a detail of the various components see page 22.

- 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 Y2022 and Y2021

Working Capital Requirements Analysis	Y2022				Y2021			
	Boskalis	Van Oord	JDN	DEME	Boskalis	Van Oord	JDN	DEME
Raw materials and consumables		56,175	227,854	25,696	110,560	56,175	235,839	12,168
Contracts in progress		-257,348	-72,128	-51,088	-182,027	-405,400	210,114	44,523
Trade receivables	Data is not available anymore	202,995	959,857	469,529	371,534	197,061	751,620	384,022
Other receivables	since the delisting of Boskalis in Y2022	254,463	157,660	178,252	271,779	228,237	154,294	103,855
Trade payables		-174,833	-448,925	-777,705	-273,425	-142,155	-489,453	-772,905
Other payables		-524,228	-210,555	-225,068	-1,070,541	-425,918	-130,659	-188,863
Taxes		-81,078	-91,670	-66,571	-117,349	-97,864	-90,006	-76,370
Maintenance & Repair		-81,010	-31,371			-94,681	-41,538	
Non-Current WCR		-130,178	-140,721	-101,168	-43,565	-125,257	-158,875	-73,799
WCR		-799,066	-735,042	350,000	-933,034	-809,802	441,334	-567,369

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

Only DEME has become in 2022 directly listed on the stock market for which an immediate market valuation metric can be retrieved. Boskalis has become in 2022 indirectly listed through its shareholder HAL, but it is difficult to calculate its market value. The other two groups Van Oord and Jan De Nul are privately held. Return on Equity even using book value offers an indication of the return realized towards its shareholders. Calculating the averages of the last five, ten and fifteen years:

Average Return on Equity			
	2018-2022	2013-2022	2008-2022
Boskalis	-0.6%	2.6%	8.0%
Van Oord	3.3%	8.6%	12.9%
Jan De Nul	1.5%	3.8%	5.6%
DEME	7.3%	10.8%	12.7%
Euro Stoxx 50	3.2%	4.6%	0.9%

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 on equity in the last five years. Taking the US S&P 500 as a benchmark, the average return was over 12 % for the last ten-year period which is in line with its long term historic annualized average return since 1957. In hindsight it is always easy to evaluate but it remains a fact that a low-cost S&P 500 tracker has led in recent decades to great returns in relation to its risk profile. A guess on the future based on current high US valuations would be that future S&P 500 returns will be lower than has been the case in recent times.

- **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.

Unlevered Free Cash Flow (UFFC)	Boskalis		Van Oord		Jan De Nul		DEME	
Period 2018 - 2022 (5 years)	1,065,950	7.5%	48,802	0.6%	-222,326	-2.3%	179,038	1.4%
Period 2013 - 2022 (10 years)	2,217,897	7.7%	744,007	4.1%	589,175	2.9%	942,064	3.9%
Period 2008 - 2022 (15 years)	1,973,318	4.7%	788,883	3.0%	126,133	0.4%	810,025	2.5%

Cash Flow used in Investing Activities / Turnover	Boskalis		Van Oord		Jan De Nul		DEME	
Period 2018 - 2022 (5 years)	-1,139,708	-8.0%	-745,921	-8.5%	-1,417,874	-14.4%	-1,664,850	-13.2%
Period 2013 - 2022 (10 years)	-2,810,954	-9.8%	-1,734,116	-9.5%	-2,198,826	-10.7%	-3,082,021	-12.6%
Period 2008 - 2022 (15 years)	-5,234,047	-12.6%	-3,067,919	-11.5%	-4,465,844	-14.6%	-4,937,033	-15.0%

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. In the end and over the long run of the business cycle what matters is to generate free cash flow. Looking at the unlevered free cash flows Boskalis has generated more free cash compared to the other groups. Taking the investments into the equation, the full picture becomes clear. All four groups have done well over the last ten to fifteen years but in relation to their turnover with the Belgian groups having invested more than the Dutch. Whereas until a few years ago Jan De Nul had the highest investment level in new equipment in the industry, in the last few years DEME has led the pack on investing in a variety of new types of equipment.

Conclusion on valuation, which is part science combined with a lot of art, until a few years ago the four dredging / offshore construction groups generated healthy EBITDA margins of being on average around 20 %. As the groups have diversified more into offshore projects which often generate less EBITDA margin and thus having reduced the dredging part in their overall scope and with having a more competitive landscape on dredging, the average EBITDA margins of the four groups has fallen to 16 % in the last five years. As always EBITDA is only a part of the valuation equation, free cash flow should be the predominant denominator. This type of capital-intensive business leads to better net margins than lower margin civil construction activities, but still free cash flows remain small compared to the risks involved in being in this exiting industry.

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