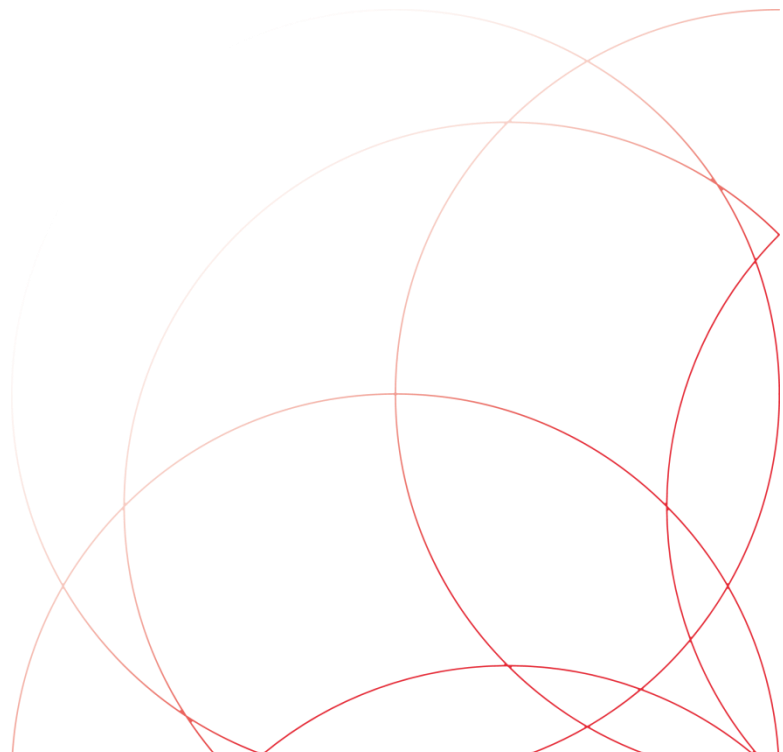




Annual General Meeting

30 June 2021

Speeches by the Chairwoman and Chief Executive
Officer





Mrs. Rosa Isabel Aza Conejo, Chairwoman of the Board of Directors

Good morning everyone and thank you for joining us.

Before beginning this Ordinary and Extraordinary Meeting, I would like to express my appreciation and that of the Board of Directors to the shareholders of this Company. We all know that in recent years, and especially since the last General Meeting held on 29 October 2020, the uncertainty about the future of Duro Felguera has weighed heavily on us all.

The impact of the pandemic on the Company, together with the confidentiality required to process the application for the Solvency Support Fund for Strategic Companies, has contributed to the fact that we have had less fluid communication, but always with a view to achieving the goals we had set ourselves: to obtain the backing of the Fund for a company that is a benchmark for Asturian and Spanish industry.

I would therefore like my first message of thanks to go to the State, the Government and the Principality of Asturias for the trust placed in Duro Felguera. It implies great responsibility for us, which makes us work even harder with the aim of recovering this Company, which is a flagship for the regional economy.

I would also like to thank the financial institutions of the banking syndicate for the trust shown in the binding agreement signed, which will allow us to refinance Duro Felguera.

Our thanks go to all the institutions that have placed their trust in us and supported us in order for Duro Felguera to obtain the temporary public financial support from the fund.

We still have a long and hard road ahead of us, but that trust materialised in the temporary aid provides us with a solid base to overcome this situation and to once again achieve the success the company enjoyed at other times in its history.

Finally, my special thanks to all the Company's employees who have maintained their professionalism in these difficult times for Duro Felguera. They have suffered cutbacks but this has not diminished their commitment and dedication. Thank you.

As you have already seen reflected in the results for FY 2020, the Covid-19 crisis has had a very significant impact on the Company's level of activity. In the past year, we have noted the uncertainty generated by the decision of potential customers to undertake new investments and its effect on order intake, which was 25% lower than in the previous year. However, we hope



that this situation will soon be reversed with the gradual reactivation of activity in the markets that can already be observed.

As for us, following the approval of the Fund application and the agreement reached with the banks, we are focusing all our efforts on the recovery of business activity.

Our attention is focused on the areas in which we have accumulated the most experience and knowledge; Energy, Oil & Gas, Mining & Handling, Services and Pressure Vessels, all traditional businesses for this Company, where we expect to see an upturn in activity after last year's lull.

We also continue to work in the areas in which the Company wishes to grow: renewables and smart systems, while bearing in mind the social responsibility that a company like ours should have, with a focus on sustainability and the circular economy, where we believe we can contribute a great deal in collaboration with our environment.

At this Meeting we submit for your approval the re-election of several members of the Board: Valeriano Gómez, José Julián Massa and Jordi Sevilla and myself as independent directors, as well as the ratification of the external directors, Miguel Ángel Santiago and César Hernández.

The ratification of the appointment of the executive director, Jaime Argüelles, a graduate in Industrial Engineering from the School of Industrial Engineering in Gijón, with almost 30 years' national and international experience in industrial projects, is also submitted to this Meeting. From the Board we welcome him and offer him all our support and effort to lead Duro Felguera to a successful outcome.

In this context, the support of our shareholders is more necessary than ever to approve the financial restructuring. We therefore request your vote in favour of points 4, 5, 6, 7 and 8 on the agenda.

Point 4 refers to the issue of Class "C" bonds, for the amount of € 52,000,000. These bonds are convertible into newly issued shares of the Company to be subscribed by certain financial institutions by offsetting credits, delegating onto the Board of Directors the drawing up and setting of the terms and conditions that are not established by the Annual General Meeting.

Consequently, we would ask for your approval of the increase in share capital by the amount necessary to cover the conversion of bonds and the delegation onto the Board of Directors of the power to implement the agreed capital increase on one or more occasions as required by the exercise of the bond holders' conversion rights.



Point 5 refers to the amendment of the Class "A" convertible bonds issued by the Company in 2018 to extend their Final Due Date, as well as the ordinary conversion windows provided for therein.

Point 6 relates to the cancellation of the Class "B" convertible bonds issued by the Company in 2018.

Points 7 and 8 on the agenda relate to the changes required in the Articles of Association in order to implement the aforementioned points.

This Board of Directors is committed to improving its corporate governance as this is a major issue for the Company. We are working on updating the compliance systems. We want Duro Felguera to be a company in which ethical behaviour is unquestionable.

A fundamental change is taking place in society's demands on companies, in the role they should play and in the scope of their responsibilities.

In this regard, we plan to set up a Sustainability Committee in the Board of Directors as an expression of our commitment to the environment, the UN Sustainable Development Goals and the global movement in favour of incorporating an analysis of the impact of businesses' actions into their strategies. In addition, the Committee will promote a strategy of collaboration with our stakeholders and oversee the social and governance aspects of the company. We will thereby comply with the most demanding recommendations made for listed companies and reinforce the Non-Financial Report that the law requires us to present.

But these actions will not take place if you, the shareholders, do not support the changes needed to implement the agreements with the banking syndicate and the Fund necessary to make Duro's recovery effective.

I would not like to end without dedicating a few words of acknowledgement to the places where the Company was born, where the values of Duro Felguera were first cultivated and developed, the values that have led it to become a multinational of recognized worldwide prestige.

Throughout its 163 years of existence, DF has reinvented itself numerous times, it has shown that it is capable of adapting to change, and at this time of profound transformation of industry, in this fourth industrial revolution that is changing economic relations and the world we live in, it will continue to do so.

This Company, with its new challenges, is going to need the efforts of all employees, investors, shareholders, suppliers, financial institutions and the Authorities themselves. Duro has contributed a lot to Asturias throughout its history, and at a time when it needed help to overcome a very complicated



situation, it has obtained it from the Solvency Support Fund for Strategic Companies. Now it is up to us to show that we deserve the trust placed in us.

Thank you very much.

The Chief Executive Officer will now go on to explain in detail company management in 2020 and the feasibility plan following the granting of the Fund's assistance. Thank you very much.



Mr. Jaime Argüelles Álvarez, Chief Executive Officer

Good morning, ladies and gentlemen, shareholders,

Good morning authorities, representatives of related companies and collaborators.

Thank you very much for joining us on this important day for Duro Felguera.

A few weeks ago, when I joined this company, I knew that I was embarking on a great professional challenge, a project to personally contribute to relaunching Duro Felguera.

After an extensive international professional career in listed companies and multinationals in various industrial sectors, I have come to Duro Felguera highly motivated and committed to taking advantage of this opportunity in our historic company, which is now over 160 years old.

For me, as a native of Gijón and Asturias, I am proud to lead this challenge full of feeling and conviction in this benchmark company in Asturias and Spain, with a strong international presence at this key moment. I am proud to be able to give back to my people and my land my accumulated experience, after many years of executive success, to be the leader of our solution.

The solution is to look optimistically at the present with our traditional strengths, promoting new opportunities for the future.

But I am not going to talk about myself, that is what facts and data are for. We have to build up these facts and data together at Duro Felguera.

Duro Felguera has a solution, indeed, I dare say that it has a bright future if it overcomes this current difficult situation. It is not the first time that our company has gone through critical times, and this is indeed a critical time, but we will overcome it together with the most important thing that this Company has, which is its team of people, and of course, with the support that we are receiving from our shareholders, the Spanish State, the Government of Asturias, the City Councils of Gijón, Oviedo and La Felguera, the social agents, the financial institutions and our suppliers.

Thank you all. Thank you for allowing this Company to have a future. Let me repeat, we are going to build this future together and we are going to take advantage of it with intense and well-directed work.

This support is, in part, the result of what Duro Felguera has been contributing to society for many years now: with employment, with its contribution to social development, with the value to our customers and suppliers for the industrial and business development of Asturias and Spain. Now we need a small part of all that we have contributed over all these years to be returned



to us in the form of economic support and confidence in this emblematic company.

Full of enthusiasm and with the conviction of the great contribution of value that we are going to make, I can assure you that:

Duro Felguera is of great interest

We are going to regain this trust from our customers, suppliers, banks and financial institutions and investors. To regain trust is not an option, it is an obligation, to obtain new contracts, alliances, financial support for projects, the retention and incorporation of talent... we need it and we will achieve it, I am totally optimistic, it will be an arduous and tough task, which will require efforts and sacrifices in this first stage of the path towards the regularization of the Company.

We have a lot of work to do to reactivate a company that has fallen into a deep lethargy and is awakening from the uncertainty about its future. It is time for all of us to work together to achieve this.

When I talk about my optimism and conviction for our solution, it is because I have known Duro Felguera for many years both as a client and as an Asturian. The company has always been characterized by its ability to successfully carry out projects, it is a guarantee of an industrial solution for its clients based on the knowledge and experience of its great professionals.

Over the last few weeks I have had the opportunity to get to know the company better from the inside, its committed and highly skilled people who give us access to the opportunities that show up on the markets, which little by little are starting to show signs of reactivation in some segments of Duro's interest.

The real capital of this company is its team of people, its great professional and human potential, an aspect that, even though I knew about it, has surprised me very positively.

I would like to mention Duro Felguera's team of people, to talk to them to acknowledge their resilience, for having suffered and overcome a situation of uncertainty and for having remained loyal and committed to our company and its reputation.

Our greatest value is the talent and attitude of our people, as a competitive advantage.

We should promote ongoing training in order to achieve excellence and customer loyalty and retention, with the consequent growth in our market share.



Today we need to have highly qualified human capital in order to be able to compete in the increasingly competitive national and international markets.

Henry Ford said “The only thing worse than training your employees and having them leave is not training them and having them stay”.

Our employees should have a professional career in which the opportunities and goals that they can achieve based on their effort and dedication to and for the company are well defined.

There should be permanent communication channels, where everyone who makes up the company has clear and accessible information about the company’s policies and strategy, and the plans, targets and goals of the organization.

It is rare not to find a professional in relevant positions in any engineering or industrial construction company who has not worked or trained at Duro Felguera.

Duro Felguera was one of the main seedbeds of engineers and technicians that nurtured these companies.

We will make an effort to retain and incorporate people we had a hard time training and we should take advantage of that talent for the benefit of the company.

To this end, we are defining a strategic plan for people and the optimization and reinforcement of our organization.

Our people are not only a key element, they are ESSENTIAL to our EVOLUTION, our ONGOING IMPROVEMENT, our quest for EXCELLENCE, based on our strengths and learning from the past to continuously improve and build a bright future, starting today, activating the present.

FY 2020 Results

2020 has without doubt not been Duro Felguera’s year. The virulence with which the health crisis hit the global economy in 2020 had a very significant impact on Duro Felguera’s activity in this year.

The fall in order intake caused by the slowdown in investment decisions by potential customers, the delays in the delivery of projects in the backlog caused by restrictions on the mobility of people and the supply of materials, resulting in cost overruns, the delays in collections from certain customers who were also affected by the pandemic, are all circumstances caused by the



pandemic that impaired the Company's cash position throughout 2020, bringing its results and equity position down.

As a result of the direct impacts attributable to the Covid-19 effect noted above, the Group's sales for the year amounted to €137.7 million, a decrease of 64% compared to 2019. The negative EBITDA stood at €137.9 million in FY2020, while the net loss was €171.6 million.

Order intake in 2020 was €78.6 million and the cumulative backlog at year-end was €268 million.

Solvency Support Fund for Strategic Companies

Given the significant impact that the pandemic had on Duro Felguera, all the measures adopted by the Company to alleviate the effect of the health crisis were insufficient in themselves to guarantee its viability.

Hence, in compliance with the eligibility requirements established, on 28 August 2020, in order to overcome this situation in a strategic company such as Duro Felguera, an application was submitted for temporary public financial support from the Solvency Support Fund for Strategic Companies, for a total amount of 120 million Euros.

The Cabinet Meeting held on 9 March 2021 agreed to authorize the temporary public financial support operation requested under the Solvency Support Fund for Strategic Companies, whose application had been favourably resolved by the Company's Management Board on 3 March 2021.

This support amounts to one hundred and twenty million Euros, which will be materialised through the following instruments:

- a) a participative loan for an amount of seventy million Euros.
- b) a subsidized ordinary loan for an amount of 20 million Euros.
- c) a capital injection and/or a new equity loan of 30 million Euros.

This temporary financial support is divided into two phases:

- 1) Phase 1: The disbursement of €40 million through an equity loan of €20 million and an ordinary loan of €20 million. These amounts were paid by the FASEE on 30 April 2021.
- 2) Phase 2: The disbursement of a participative loan of fifty million Euros and the disbursement of thirty million Euros through a capital contribution and/or a participative loan. This capital contribution will



be of a lower amount than that made by the private industrial partner that may accompany the Fund in the capital increase.

The remainder of the disbursement, up to a total of €30 million, will be made by means of a participative loan.

Yesterday, the Management Board of the Solvency Support Fund for Strategic Companies approved the Company's request to extend the deadline for the second phase of the temporary public financial support until 30 September 2021.

With this extension, the Company aims to strengthen its position and optimize the solution based on its feasibility plan.

This additional timeframe will allow the Company to take advantage of the increased current interest in the present situation, following the temporary financial support, for the selection and incorporation of a benchmark private industrial partner.

The approval of the Strategic Business Support Fund has attracted new investors and alternatives are currently being analysed to optimize the Company's interests, maximizing shareholder value, in an open process of searching for a private industrial investor, ideally providing, in addition to capital, a portfolio of projects to support the development of the industrial plan.

At the same time, we are working to consolidate the remaining points of the agreement and obtain the disbursement of the outstanding amount from the Fund, including the assignment of non-recourse collection rights on debts in litigation with a specialized Fund and to conclude the signing of the refinancing agreement with the Financial Institutions.

It is essential to have the necessary time to seek the best alternative, which will undoubtedly act as an accelerator in the development of the Company's feasibility plan.

Refinancing agreement

In addition, on 30 April the company signed an agreement with the banking syndicate, which was essential for the Fund's support to become effective. This agreement, which has to be formalized, regulates the main terms and conditions for the restructuring of its financial debt, as well as the granting of a new line of bonds, under the following terms:

- Restructuring of the affected liabilities (85 million Euros), as follows:
 - Payment of €7.5 million
 - Conversion of €25.5 million into a participative loan



- Conversion of €52 million into bonds convertible into newly created ordinary shares of DF S.A. (Class C convertible bonds). These bonds will have a maximum duration of 6 years (until 2027) and will entitle the holder to obtain a number of shares accounting for 13% of the Company's existing share capital after the conversion.
- Granting of new financing through the establishment of a line of revolving bonds and counter-bonds for a total amount of €80 million, 70% covered by the CESCE.
- Modification of the terms and conditions of the Class A Bonds provided for in the 2018 refinancing agreement, extending the final due date to 2027.
- Cancellation of the Class B Convertible Bonds provided for in the 2018 refinancing agreement.

Shareholder support

In order for all these developments to become reality, the support of our shareholders is necessary. To this end, we request your vote in favour of points 4, 5, 6, 7 and 8 on the agenda of this Meeting.

Point 4 refers to the issue of bonds convertible into newly issued shares of the Company to be subscribed by certain Class "C" financial institutions for an amount of €52,000,000, by offsetting credit, delegating onto the Board of Directors the implementation and setting of the terms and conditions not established by the Annual General Meeting.

A capital increase by the amount necessary to cover the conversion of bonds and delegation onto the Board of Directors of the power to implement the agreed capital increase on one or more occasions as required, by the exercise of the conversion rights of the bond holders.

Point 5 refers to the amendment of the Class "A" convertible bonds issued by the Company in 2018, extending their Final Due Date, as well as the ordinary conversion windows provided for therein.

Point 6 relates to the cancellation of the Class "B" convertible bonds issued by the Company in 2018. Points 7 and 8 on the agenda concern the changes to the articles of association in order to implement the aforementioned items.

The cash injection from the Strategic Companies Solvency Support Fund and the refinancing of the debt allows us to overcome this critical moment. It brings us a great amount of value. It provides us with a more favourable shareholder structure and an increase in equity. In addition, it gives us an important backing in the market.



This lifeline for Duro Felguera now requires your support to achieve its targets and begin a new stage of transformation, so that this company can once again become the benchmark it has always been.

Current situation

We are currently working on three main fronts:

- Consolidating the agreement with the Fund and the financial institutions and the search for a private investor.
- Controlling the present under the complex effects of the past.
- Defining and mobilizing the future with our strategic plan and the clear short-term mission of contracting, contracting and contracting.

Legacy projects

So, to talk about the present, one priority we are currently working on is legacy projects, which we are well aware is one of the main concerns of shareholders.

So, I want to give you a brief update on the status of Djelfa, Iernut and Jebel Ali.

Djelfa

Progress on the Djelfa project in Algeria over the past year has been limited, mainly due to the strict restrictions on entry into the country enacted by the Algerian government because of the pandemic. Algeria closed its borders in March 2020 and as of today there are still very limited air and sea connections with other countries, which is a major obstacle to the delivery of the project.

In addition, this contract, signed in 2014, has been greatly affected by the extra costs that the company has had to bear due to the delays of several years that the project has suffered for reasons beyond Duro Felguera's control (mainly in the civil works, which were not part of our scope) and on whose compensation there is still no definitive agreement with the Client.

The company was obliged, as you know, to request arbitration before the Chamber of Commerce and Industry of Algiers in June last year. Nevertheless, our firm target is to find points of agreement with the client,



Sonelgaz, that will allow us to resolve the disagreements amicably, avoid the calling on of the bonds and conclude the project. To this end, we are planning a visit to Algiers as soon as possible.

In this regard, we have sent Sonelgaz a proposal based on the division of the delivery of the project into 2 phases, which would guarantee financing for the commissioning of the open cycle gas turbines in the short term, and around which we hope to continue the dialogue in order to find a definitive solution to the project.

In any case, and despite the difficulties, our intention is for the project to be reactivated in the next few weeks; a team of technicians will be mobilized on the site and will travel to Algeria as soon as possible.

Iernut

As already reported by the Company, on 2 April we received a letter from the client (ROMGAZ) announcing its intention to terminate the contract for the construction of the Iernut combined cycle plant within 5 days.

Since that date, Duro Felguera has made multiple efforts to reverse the decision. Several extensions were agreed to try and reach an agreement, although unfortunately this turned out to be impossible and on 18 June Romgaz announced the termination of the contract.

As you know, this project was carried out in consortium with a Romanian company, Romelectro. Duro Felguera has managed to complete 98% of its scope, but Romelectro is not at that level of progress, which is the reason given by the client for terminating the contract.

The project has been affected by a number of factors, mainly the extraordinary increase in labour and industrial costs in Romania since 2016 when the contract was signed. This increase in large part has been caused by the Romanian government's decision in December 2018 to greatly raise minimum wages in the country, which has led to a rise in labour costs across the board that our partner has not been able to withstand.

The contract is clear that a change in the legislative framework of this nature must be compensated by the client, but despite this being acknowledged,



Romgaz's position is that they prefer the Consortium to litigate in court to obtain this compensation, which in Romania can take several years.

As part of the efforts to avoid termination of the contract, Duro Felguera submitted a proposal to Romgaz to take over Romelectro's outstanding work and part of the cost overruns of the project.

Unfortunately, the proposal was not accepted by Romgaz, whose intention was that Duro Felguera would assume all the cost overruns without compensation, complete the project by providing the necessary funds estimated at €30 million, and also accept changes to the contract that were clearly negative for the company. This scenario was more damaging than the termination itself, as well as unfair considering that Duro Felguera had already completed its scope without complaint from Romgaz and has no responsibility for the cost overruns, which is why the agreement was not possible in the end.

In any case, we remain open to dialogue with Romgaz to reach solutions that will allow the completion of the project.

Jebel Ali

Since the termination of the contract in the middle of last year, we have been involved in a mediation process with the client DEWA through the Legal Affairs Department of the Dubai government. Significant progress has been made in this process, reaching consensus on the basic lines of an agreement that would allow Duro Felguera to rejoin the project for the completion of the work. However, there are still disagreements on the economic aspect that we are confident can be resolved, and for which we are planning a trip to Dubai in the coming weeks.

Plan for the Future

At Duro Felguera we are going to take advantage of the opportunity after obtaining the temporary public financial support requested from the FASEE and the refinancing from the banks.

In order to take on this challenge, we have a feasibility plan which defines the guidelines for our company's actions.



We are complementing this viability plan, which will become our Strategic Plan 2021-2027, specifying in detail the necessary actions with the participation of a large team of people, and so in the What? or BUSINESS STRATEGY, in order to go deeper into the How? or MANAGEMENT STRATEGY.

The Business Strategy defines which products, markets and clients we are going to take on, together with the management strategy that defines the working method and the team of people in the combination of talent and attitude that are key to success.

In the Business Strategy we are going to combine our strengths in the conventional businesses of traditional energies, mainly combined cycles, with industrial plants, M&H facilities, Oil & Gas, pressure vessels and Assembly, Maintenance and Operation Services, where our know-how gives us the edge.

We also plan to promote the new Renewables businesses (photovoltaic, wind, green hydrogen, energy storage) and Smart Systems Technologies (with EPICOM, Felguera TI and Logistics Systems).

In Management Strategy, we have to implement an advanced and systematic standardized working method for our processes and activities, taking advantage of the strengths of our way of doing things and which are in our DNA; optimizing Project Management, Cost Control and Contract Management, and in the most essential area, which is the development of the talent of our team of people.

Talent, attitude and method are key to success, together with a well-focused strategic plan.

The current market

The markets are becoming more dynamic after the great crisis during the pandemic. The revival of the economy is marked by the progress of vaccination in different countries. This is strongly driven in Europe by the Next Generation EU plan and in the USA by the Biden plan. Some political and social movements in LATAM, a natural market for Duro Felguera, however, are something we have to pay attention to.

In general, this changing world, full of opportunities, represents a great opportunity for Duro Felguera, both in conventional business and in new business, to be a key company in this development, aligning itself with sustainability, the circular economy and ecological transition.

The main trends in the market are the gradual replacement of fossil fuels with renewable energy, together with a large investment in renewable technologies, solar, wind and different forms of energy storage. In addition, the demand for encryption systems is expected to grow exponentially in the coming years.



Duro Felguera has never turned its back on progress, and it will not do so now. The company must also become relevant with recurring business in the renewable energy and energy storage sector in Spain and Latin America. The European Next Generation funds are an opportunity to boost the commitment to green business, the advancement of digitization and technology.

Duro Felguera's traditional business will continue to be supported by the company's traditional segments, which still have a long way to go, but will drive its progress in the renewables and digitization sectors, in order to continue to be a strategic company in the regional, national and international productive fabric.

We plan to interact with traditional customers, regaining their trust and collaboration, and seek new customers for new activities, showing them that we are a reliable company.

Allow me to present these lines of business in Duro Felguera's Strategic Plan:

Conventional energy

- ✓ We deliver EPC projects, taking on all phases of the process for industrial power generation plants, from gas turbine plants to conventional thermal plants, including cogeneration, solar thermal, photovoltaic, and biomass or waste-to-energy plants. The Company produces turnkey power generation projects in various different countries in Europe, Latin America, the Middle East and Africa, and boasts a total installed capacity of more than 23,000 MW.

Mining & Handling

We deliver EPC projects in the areas of mineral processing (mining) and bulk solid handling. In this business segment, the company has more than 40 years' experience, a team of highly qualified professionals, its own technology and designs, and an extensive list of references.

Oil & Gas

We deliver different types of EPC facilities for the Oil & Gas sector, carrying out projects in different countries for major multinational petrochemical companies. The company is highly specialized in the engineering and construction of storage projects for hydrocarbons, liquefied gases and other petrochemical products thanks to the extensive experience acquired in this field by its subsidiary Felguera IHI.



Assembly, maintenance and operation services

We perform different services related to the assembly, commissioning, operation and maintenance of energy and industrial facilities, with a significant national and international presence. This business segment is made up of the subsidiaries DF Operaciones y Montajes and DF Mompresa.

Manufacture of capital goods

Through the subsidiary DF Calderería Pesada, S.A. (DFCP), we provide capital goods manufacturing services at our own workshops. The Company specializes in the manufacture of large pressure vessels for the oil & gas, petrochemical and nuclear industries, with numerous references and a strong brand image.

New business lines

On its new roadmap, Duro Felguera has incorporated business segments that will boost the Company's growth, aligning itself with the new economic and social trends, such as the different forms of renewable energies and smart systems.

Renewables

It is the time for renewable energies. The need for energy that does not run out, and above all, commitment to sustainability and the fight against climate change, mean that new "green" energy sources are the solution. For Duro Felguera, this is an opportunity for growth, as the renewable energy market is thriving and the outlook for the coming years is promising. The goal in this business segment is to become a relevant but selective company, combining development, integration, construction and operation, with recurring business in the renewable energy sector in both Spain and Latin America.

As for the energy sector, it is necessary to take advantage of all the experience accumulated for new sources of renewable energies and energy storage, such as hydrogen. In this line, Duro Felguera is already collaborating with relevant companies such as Hunosa, Nortegás and Alsa on projects that we hope will bear fruit in a short period of time.

✓ DF GREEN TECH

Duro Felguera has set up the subsidiary DF Green Tech, dedicated exclusively to promoting renewable energies. The focus in this growing sector is on the development, integration and construction, combined with the promotion of photovoltaic farm projects, securing the respective EPC and O&M contracts, as well as the creation of value derived from the high market demand for this type of asset.



✓ OFFSHORE WIND

In view of the growing need for the decarbonization of energy that is occurring worldwide, Duro Felguera is committed to the manufacture of foundation structures for offshore wind power, in its aim to expand and diversify its products to ensure the sustainability and growth of the Group's manufacturing line. To this end, we will take advantage of the extraordinary know-how and manufacturing capabilities of the Duro Felguera Calderería Pesada Workshop, which is also contemplating an expansion of space and equipment that will allow it to increase its production capacity.

Smart Systems

Duro Felguera has unified and consolidated EPICOM, Felguera IT and Logistics Systems into a single area called Smart Systems, with the aim of providing a better integrated range of products and services in the current segments. This new line of business also aims to promote new growth vectors, both segments and geographies. The expansion of Smart Systems will come from growth in encrypted communications in the military and civil fields, as well as in logistics systems:

✓ Encrypted military communication

Growth in this area will come from the expansion of EPICOM's customer base to government bodies and forces in Spain and to European Union and NATO countries.

✓ Encrypted civil communication

Access to the encrypted communication and cybersecurity sector in the civilian sphere, with a focus on companies with a need for maximum security in their communications.

✓ Logistics systems

Duro Felguera is also working on the growth and development of heavy load warehouse automation projects in the cardboard and dairy products niches.

With the implementation of this strategic plan we are going to transform this company back into what it was, a benchmark in Asturias and in Spain.



A Duro Felguera that knows how to contract, deliver and compete with its usual good work, but modernized and enthusiastic.

With this we will increase our income from 137 million Euros in 2020 to around 500 million in 3 years and up to 700 million in 2025.

To this end, we will boost order intake from 78 million Euros in 2020 to around 400 million Euros in 3 years and 600 million Euros in 2025.

For this purpose, it is essential to have financial support and lines of bonds, essential in our business. We will manage them with the utmost responsibility to minimize risks.

With this strategic plan we will reach an EBITDA of 48 million Euros in 2025, with a margin of close to 8%.

Our doorway to success

Finally, and by way of conclusion, I would like to insist that Duro Felguera has a solution and we will take advantage of the current opportunity.

To this end, what gives Duro Felguera the edge is our professionals with a high degree of knowledge and commitment.

We are going to guide the company towards excellence with an efficient teamwork dynamic and with a cultural evolution that will allow us to be competitive in the products and services we provide in a changing market, full of opportunities.

Furthermore, I believe that this company can play a relevant role in the ecological transition, in the field of the circular economy and sustainability, key to the development of a new industry committed to the environment and to all its stakeholders.

With this cultural transformation in our management model and the roadmap established in our Strategic Plan, we will become more competitive, efficient and innovative, contributing to a significant improvement in results, as well as in other intangibles such as loyal customers, reputation and brand and satisfied professionals.

With humility, know-how, hard work, clear ideas with a defined focus and collaborative and participative leadership, we will drive our solution to provide value to you, our shareholders.

This is my commitment that has led me to take on this position of responsibility and to lead by example in this teamwork.

As you can see, there is a lot of work to be done, but for this we need your support once again.



With collective effort, commitment and hard work, we will succeed in reviving this company, which looks optimistically to the present with its usual strengths and new opportunities for the future.

Thank you all for your attention.