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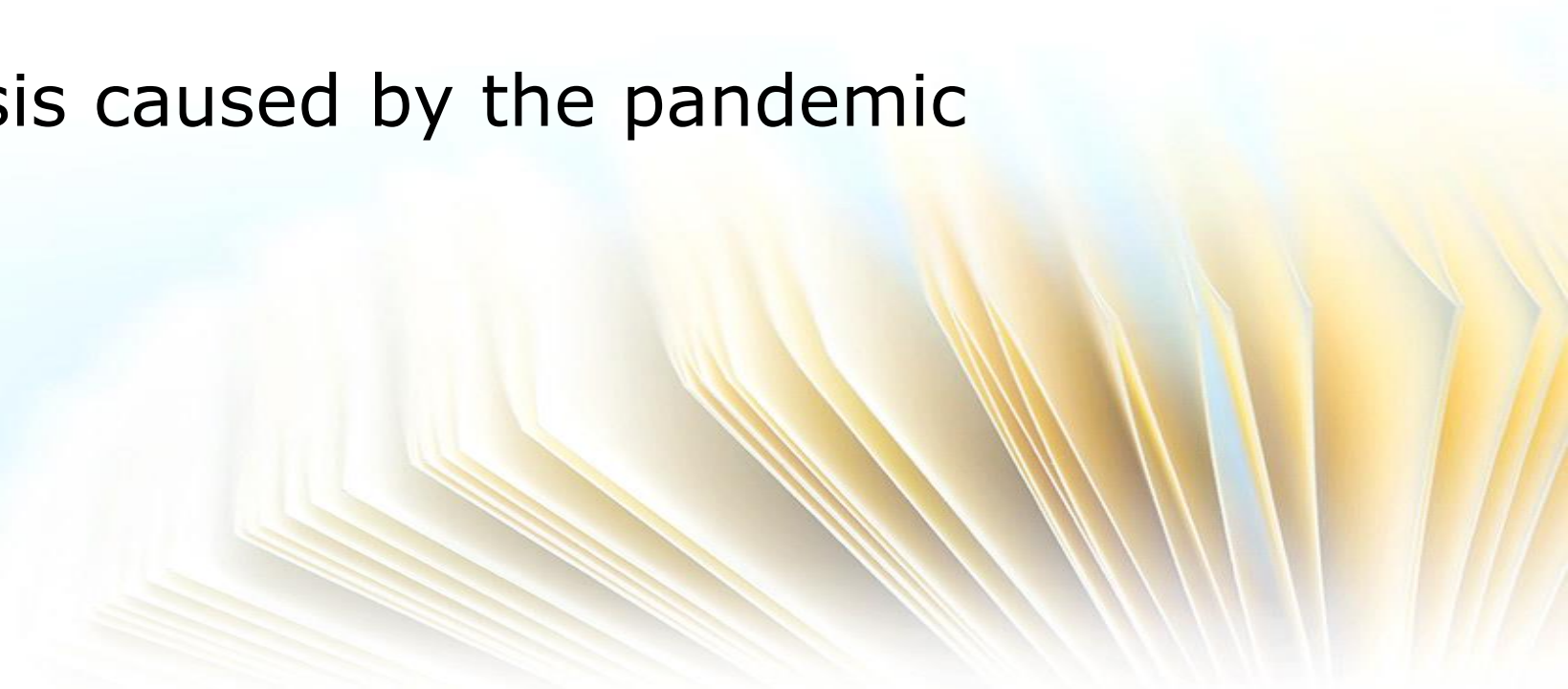
**José María Orihuela**

**Chief Executive Officer**



# Content

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- 1** Introduction
  - 2** Results and the main lines of action over the last year
  - 3** Impact of the crisis caused by the pandemic
  - 4** Feasibility Plan
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- 
- A decorative graphic in the bottom right corner of the slide, showing a stack of overlapping, slightly curved pages in shades of yellow and white, creating a sense of depth and movement.



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# **Results and main lines of action over the last year**



# Results for 2019

In millions of Euros

<b>Revenue</b>	<b>392.9</b>
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<b>EBITDA</b>	<b>4</b>
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<b>Net profit</b>	<b>1.4</b>
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<b>Backlog</b>	<b>468.9</b>
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<b>Order intake</b>	<b>105.5</b>
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# Efficient company management: significant reduction in risk over the last two years and improved results

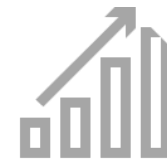
Reduction of  
**project contingencies**  
by **196 M€**



Reduction of  
**bonds** by over  
**175 M€**



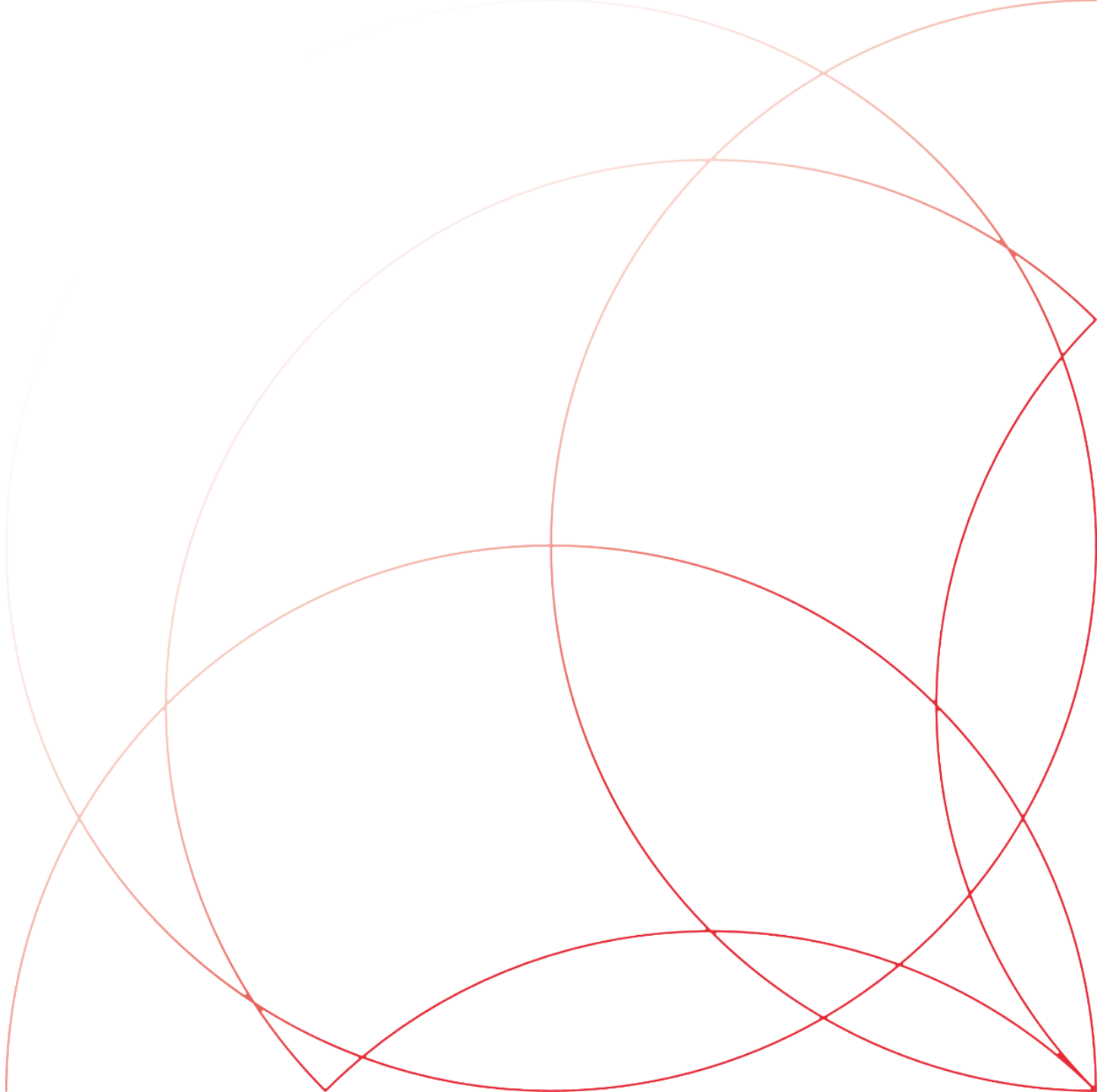
**Project results**  
improved by  
**27 M€**






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# **Impact of the crisis**



# Results for the first half of 2020

In millions of Euros



<b>Revenue</b>	<b>71.7</b>
<b>EBITDA</b>	<b>-103.2</b>
<b>Net profit</b>	<b>-113.9</b>
<b>Backlog</b>	<b>360.3</b>
<b>Order intake</b>	<b>52.4</b>

# Impact of the pandemic on projects

## Djelfa (Algeria)



## Jebel Ali (Dubai)

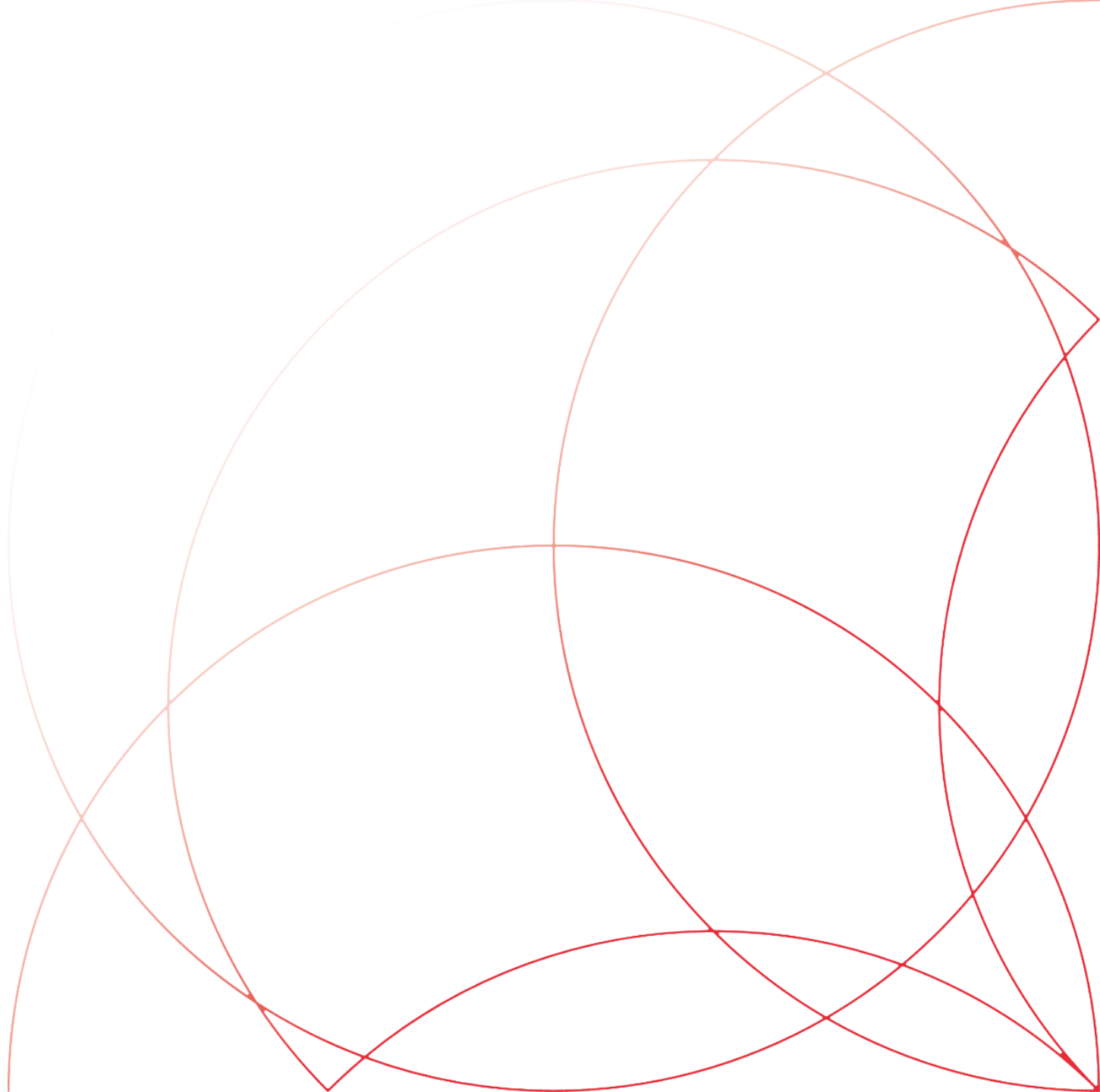






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# **Feasibility Plan**



1



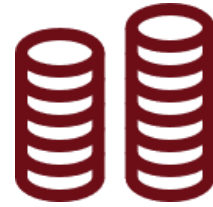
**Strategic  
Company  
Solvency  
Temporary  
Support Fund**

2



**Financial  
restructuring  
with bank  
syndicate**

3



**New investors**

4



**Updating the  
Strategic Plan  
2020-2025**

1



**Strategic  
Company  
Solvency  
Temporary  
Support Fund**

**€30m capital increase**  
wholly underwritten by **SEPI**



**Participative loan** of  
€70m in 2020

2



**Financial restructuring with bank syndicate**

Refinancing the debt



New financing lines



3



**New investors**

**In 2023** we plan to carry out a **capital increase** for **private and minority investors** in order to repay the participative loan



4

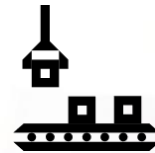


## Updating the Strategic Plan 2020-2025

Keep focusing on **traditional businesses**

### **Basic skills:**

Pressure Vessels and Assembly & Maintenance



### **EPC:**

Mining & Handling. Tanks and spheres and Energy



Develop **new high-growth segments**

### **Renewables**



### **Smart Systems**



# Renewables

**1** PPAs



**2** Manufacturing *offshore*  
wind farm structures



**GREEN TECH**

# Smart Systems

**1** Expansion of the **EPICOM** goodwill in **Spain and the rest of Europe**

**2** Access to the **encrypted communication sector in the civil field and in cybersecurity**

**3** New ***go-to-market*** strategy to grow in **Logistic Systems**



Logistic  
Systems



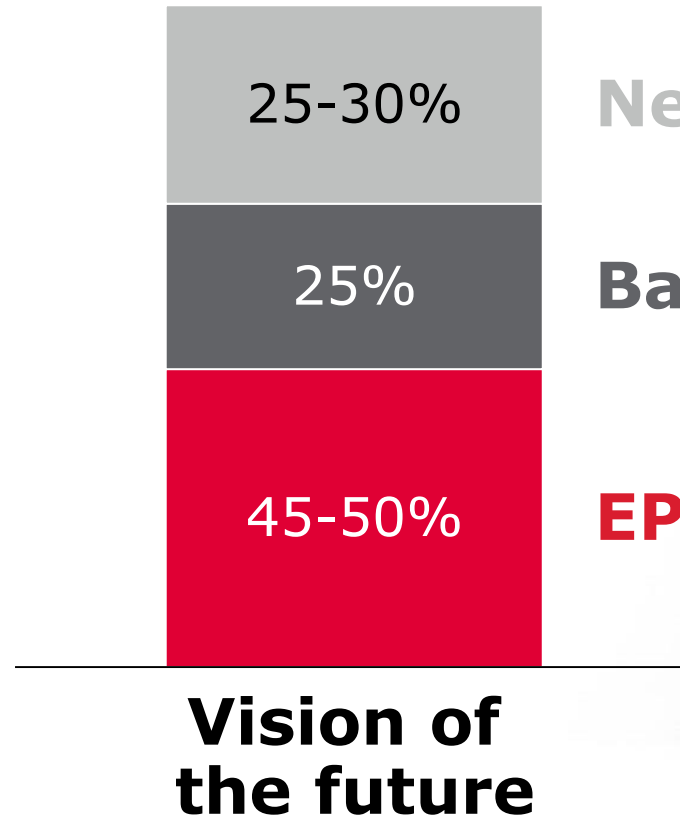
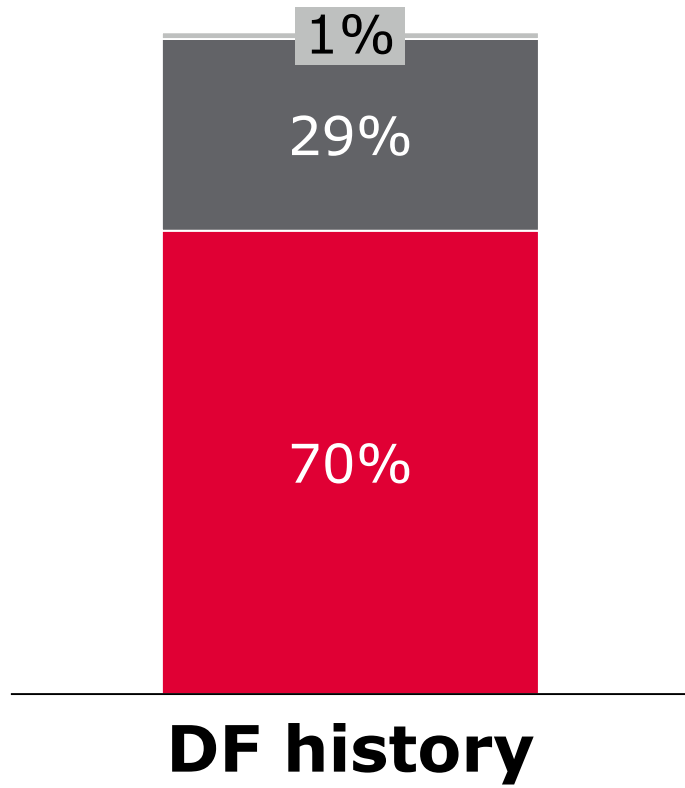
## Our strategic plan is committed to sustainability

Developing **new sustainable business lines** to support the energy transition, positioning DF as a **reference company in renewables...**



And **reinforcing sustainability as part of our company's DNA**, applying it to our way of working by reducing emissions and the consumption of paper, water and energy, **giving an example to our clients and suppliers.**

## In short - a “realistic” and focused strategy



**New businesses**

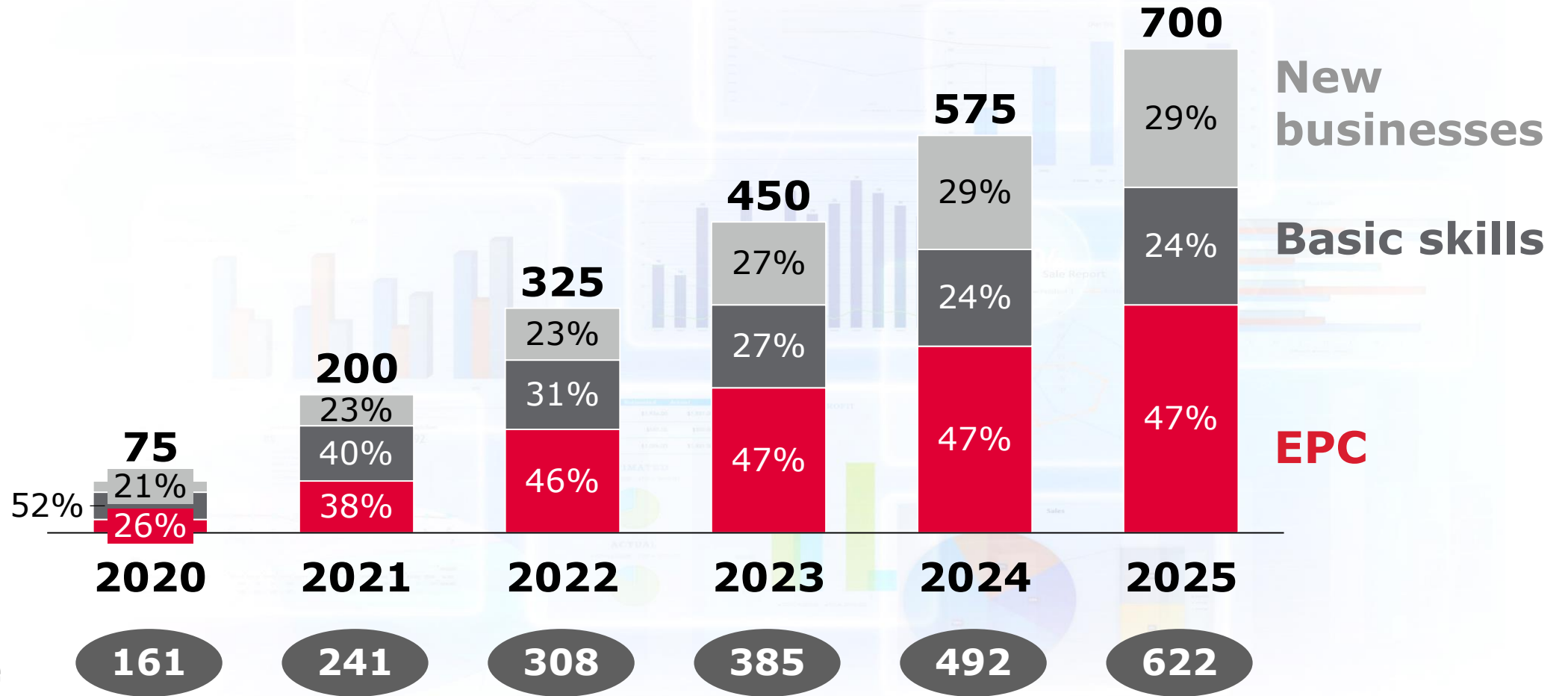
**Basic skills**

**EPC**



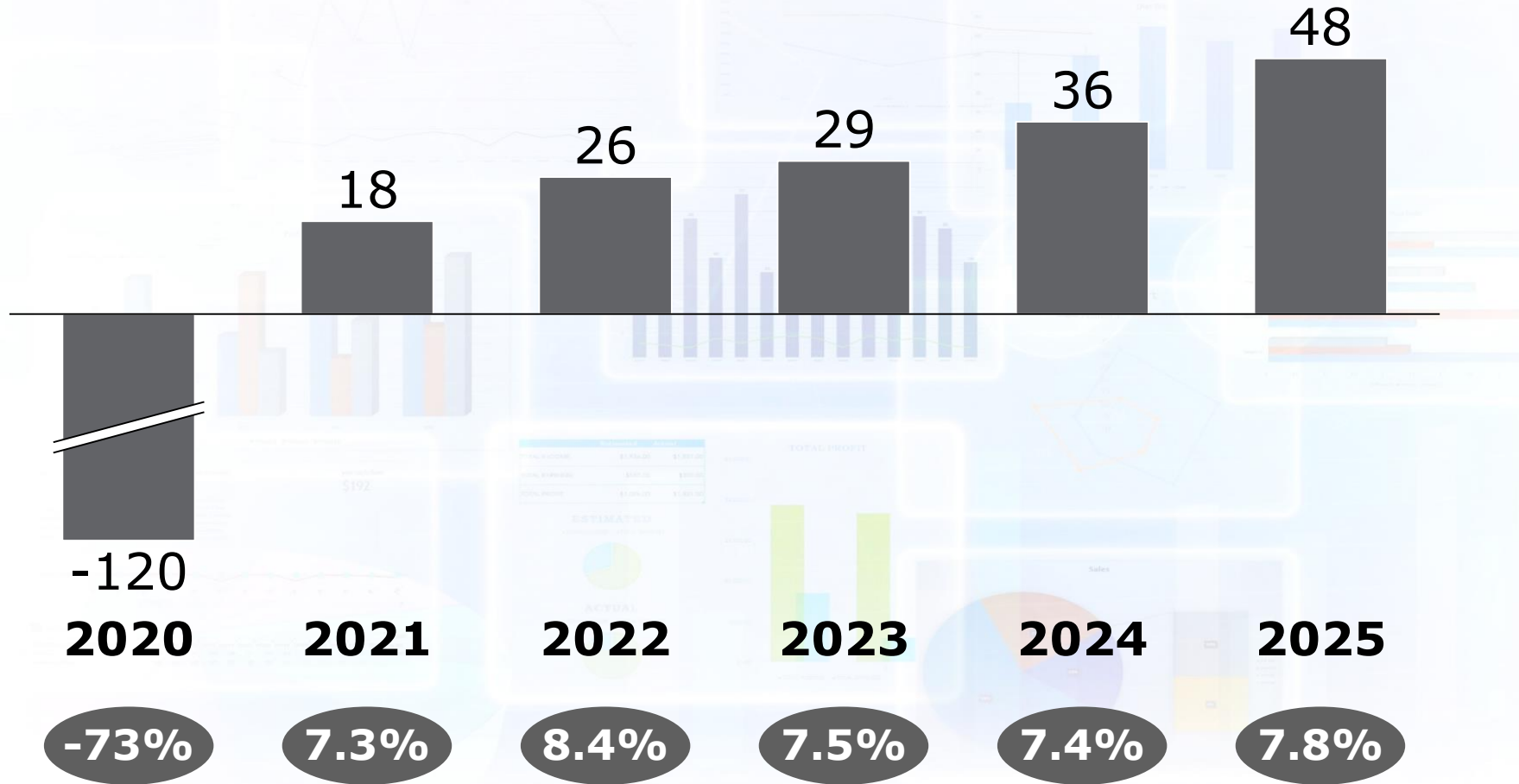
# Order intake

In millions of Euros



# EBITDA

In millions of Euros



EBITDA  
Margin

1



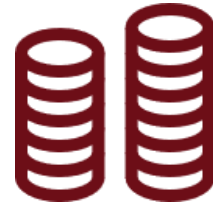
**Strategic  
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**Financial  
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with bank  
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**New investors**

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**Updating the  
Strategic Plan  
2020-2025**



**Thank you very  
much for your  
attention**

