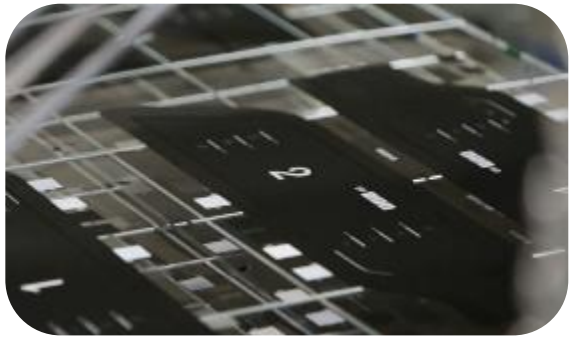
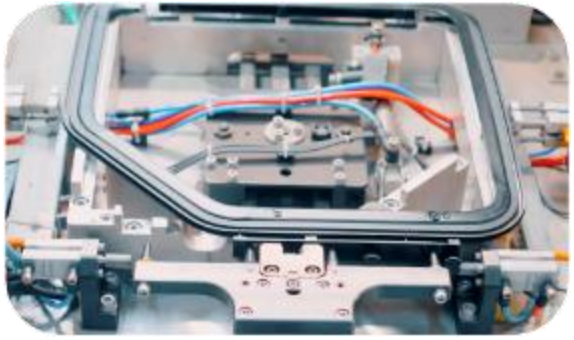
CIE Automotive










COMPANY PRESENTATION

Managing high value-added processes

November 2026

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- Certain financial and statistical information contained in this document is subject to rounding adjustments. Accordingly, any discrepancies between the totals and the sums of the amounts listed are due to rounding. Certain management financial measures included in this document have not been subject to a financial audit.

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- CIE Automotive's management uses recurrently and in a consistent way during business management certain Alternative Performance Measures, APM which include terms about results, balance sheet and cash flow. CIE Automotive understands that those APMs are helpful to explain its activity evolution, so they are presented, defined and reconciled with financial statements in this presentation's Appendix.

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- CIE Automotive at a glance
- History
- Globalization
- Business performance
- Shareholder's remuneration



OUR BUSINESS MODEL

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- Commercial diversification
- Multi-technology
- Investment discipline
- Decentralized management
- ESG integration



UPDATE ON RESULTS

- June Results 2026
- Balance sheet June 2026
- Guidance 2026-2027



CIE AUTOMOTIVE IN STOCK EXCHANGE

- Share price performance
- Analysts' recommendations



1. WHAT IS CIE AUTOMOTIVE?

- CIE Automotive at a glance
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- Globalization
- Business performance
- Shareholder’s remuneration

CIE AUTOMOTIVE AT A GLANCE
Highlights

CIE AUTOMOTIVE TODAY:

MARKET CAP
≈3,100 €m

EMPLOYEES
≈28,000

2025 HIGHLIGHTS

TURNOVER
3,958 €m

EBITDA
746 €m
18.9% OVER SALES

EBIT
543 €m
13.7% OVER SALES

NET RESULT
336 €m
8.5% OVER SALES

NFD
899 €m
1.18x EBITDA

OPERATING CASH FLOW
71% OVER EBITDA

9M2026 HIGHLIGHTS

TURNOVER
3,141€m

EBITDA
596 €m
19.0% OVER SALES

EBIT
445 €m
14.2% OVER SALES

NET RESULT
275 €m
8.7% OVER SALES

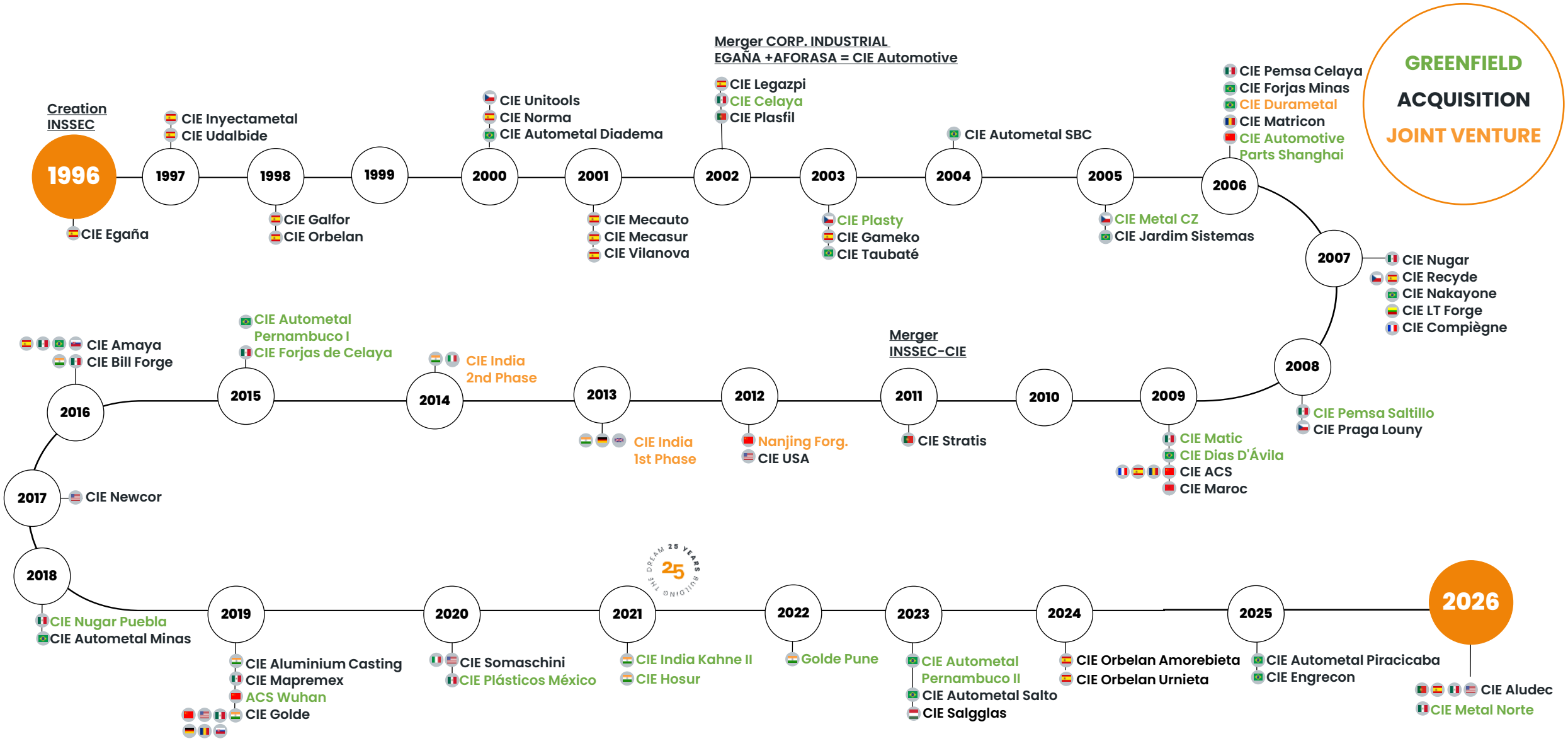
NFD
940 €m
1.18x EBITDA

OPERATING CASH FLOW
71% OVER EBITDA

2025 financial figures don't include latest acquisition CIE Aludec (Branding), closed in March 2026.

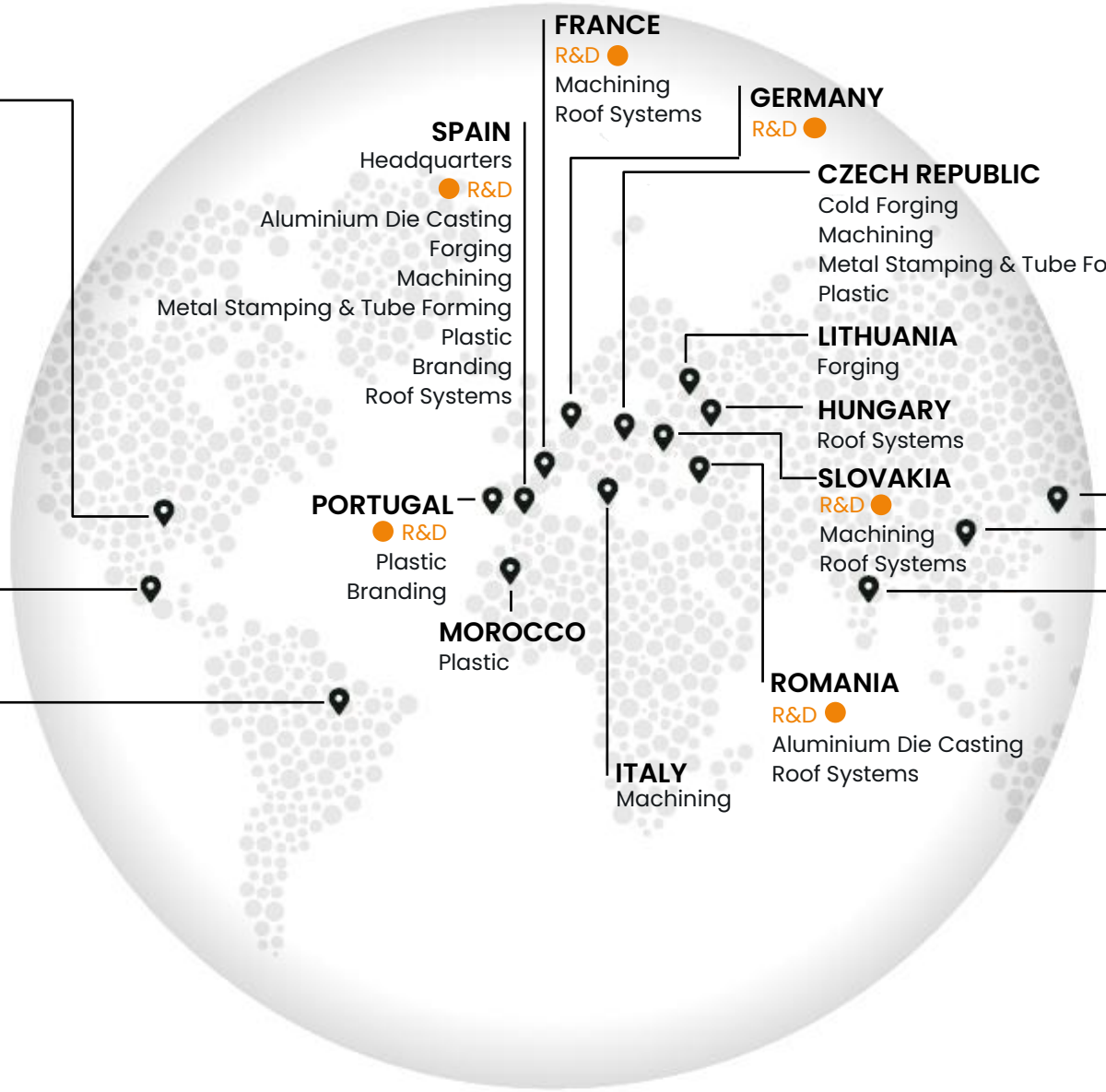
HISTORY

Successfully integrating companies



GLOBALIZATION

Expanding our geographical footprint



120 MANUFACTURING FACILITIES
(Including 3 multi-technology factories)

12 RESEARCH & DEVELOPMENT CENTRES

17 COUNTRIES

4 CONTINENTS

USA
R&D
Machining
Plastic
Branding
Roof Systems

MEXICO
R&D
Aluminium Die Casting
Forging
Machining
Metal Stamping & Tube Forming
Plastic
Branding
Roof Systems

BRAZIL
R&D
Aluminium Die Casting
Forging
Iron Casting
Machining
Metal Stamping & Tube Forming
Plastic

SPAIN
Headquarters
R&D
Aluminium Die Casting
Forging
Machining
Metal Stamping & Tube Forming
Plastic
Branding
Roof Systems

FRANCE
R&D
Machining
Roof Systems

GERMANY
R&D

CZECH REPUBLIC
Cold Forging
Machining
Metal Stamping & Tube Forming
Plastic

LITHUANIA
Forging

HUNGARY
Roof Systems

SLOVAKIA
R&D
Machining
Roof Systems

PORTUGAL
R&D
Plastic
Branding

MOROCCO
Plastic

ITALY
Machining

ROMANIA
R&D
Aluminium Die Casting
Roof Systems

KOREA
Roof Systems

CHINA
R&D
Forging
Machining
Metal Stamping & Tube Forming
Roof Systems

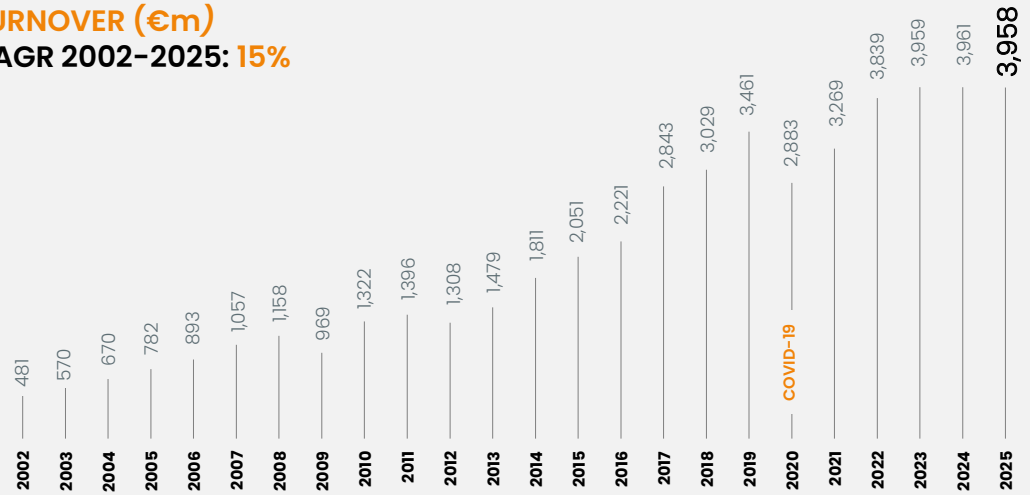
INDIA
R&D
Aluminium Die Casting
Composites
Forging
Iron Casting
Machining
Magnets
Metal Stamping & Tube Forming
Roof Systems

BUSINESS PERFORMANCE

Sustained and profitable growth

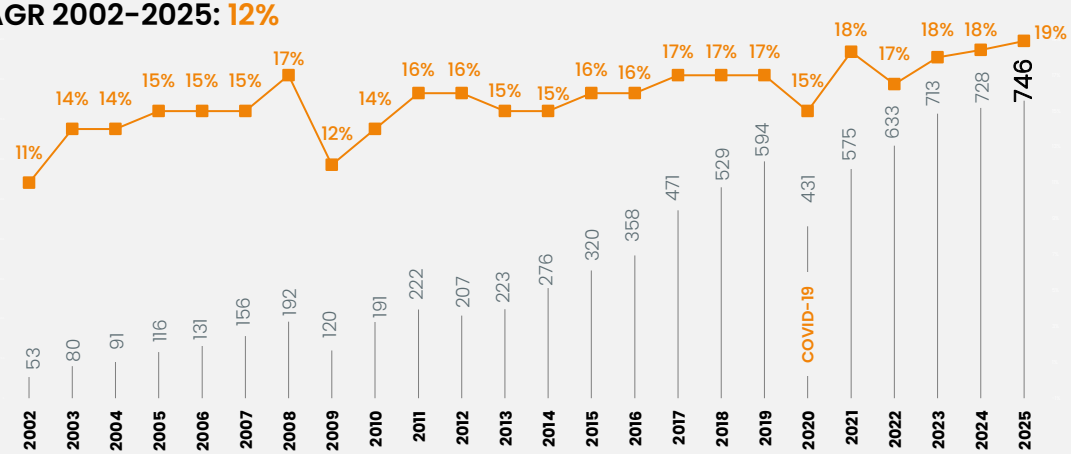
TURNOVER (€m)

CAGR 2002-2025: 15%



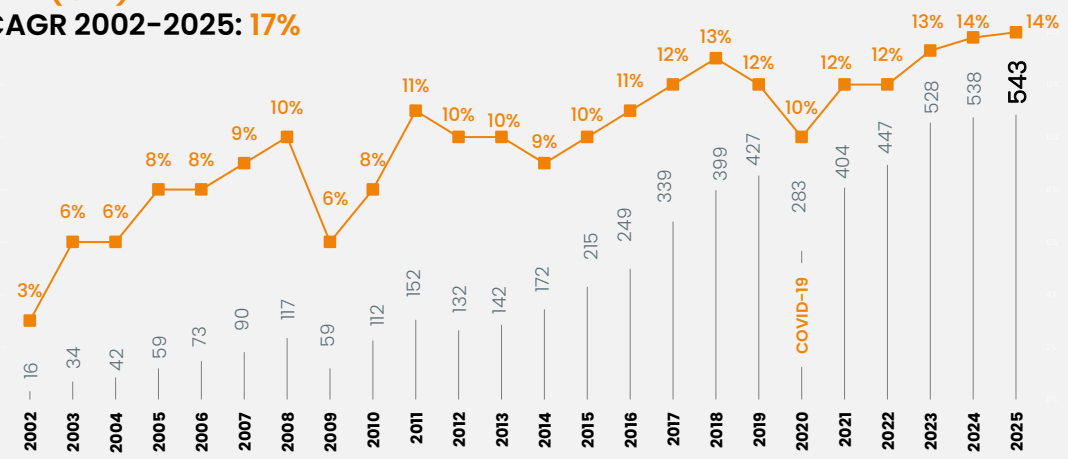
EBITDA (€m)

CAGR 2002-2025: 12%



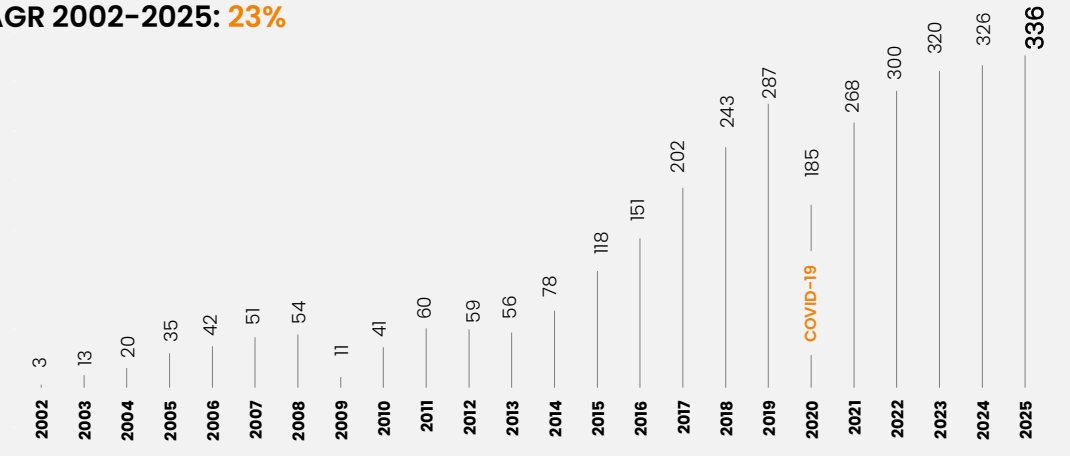
EBIT (€m)

CAGR 2002-2025: 17%



NET INCOME (€m)

CAGR 2002-2025: 23%



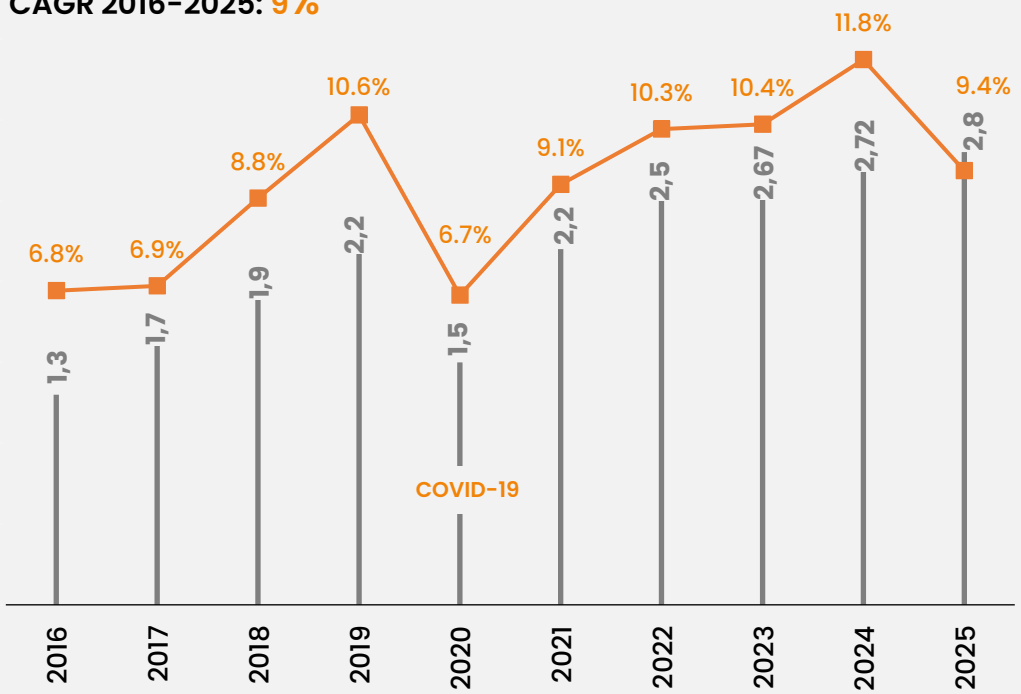
Note: Automotive business.

SHAREHOLDER'S RETRIBUTION

Shareholder's remuneration

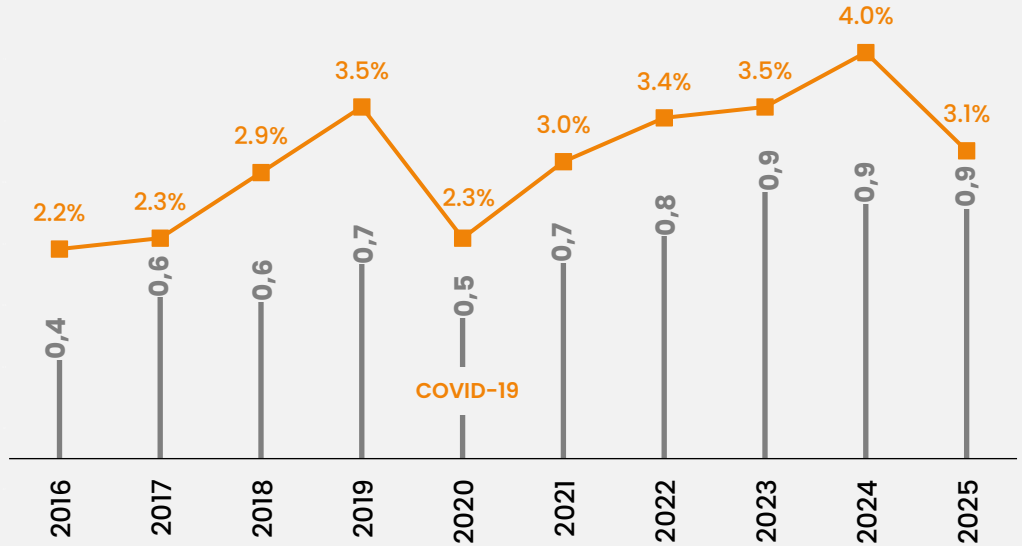
EARNINGS PER SHARE (€) & EPS YIELD (%)

CAGR 2016-2025: 9%



DIVIDEND PER SHARE (€) & DIVIDEND YIELD (%)

CAGR 2016-2025: 9%



- **Pay-out policy 33% until 2025, 42% in 2026 and 50% onwards.**
- **...plus a dividend in kind in 2018 valued in >400 € or >3 €/share.**
- **...plus a 5% capital reduction in 2020 and a new 2.2% capital reduction in 2023.**



OUR BUSINESS MODEL

- Geographical balance
- Commercial diversification
- Multi-technology
- Investment discipline
- Decentralized management
- ESG integration

OUR BUSINESS MODEL

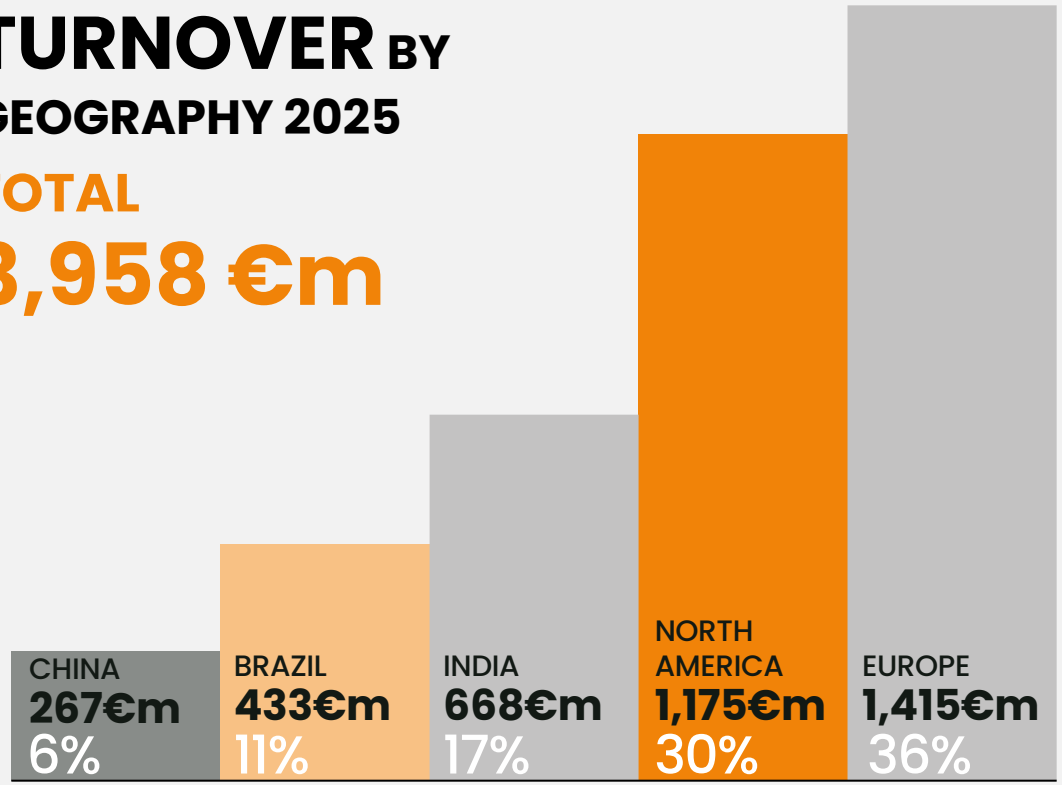


1. Geographical balance
2. Commercial diversification
3. Multi-technology
4. Investment discipline
5. Decentralized management
6. ESG integration

GEOGRAPHICAL BALANCE

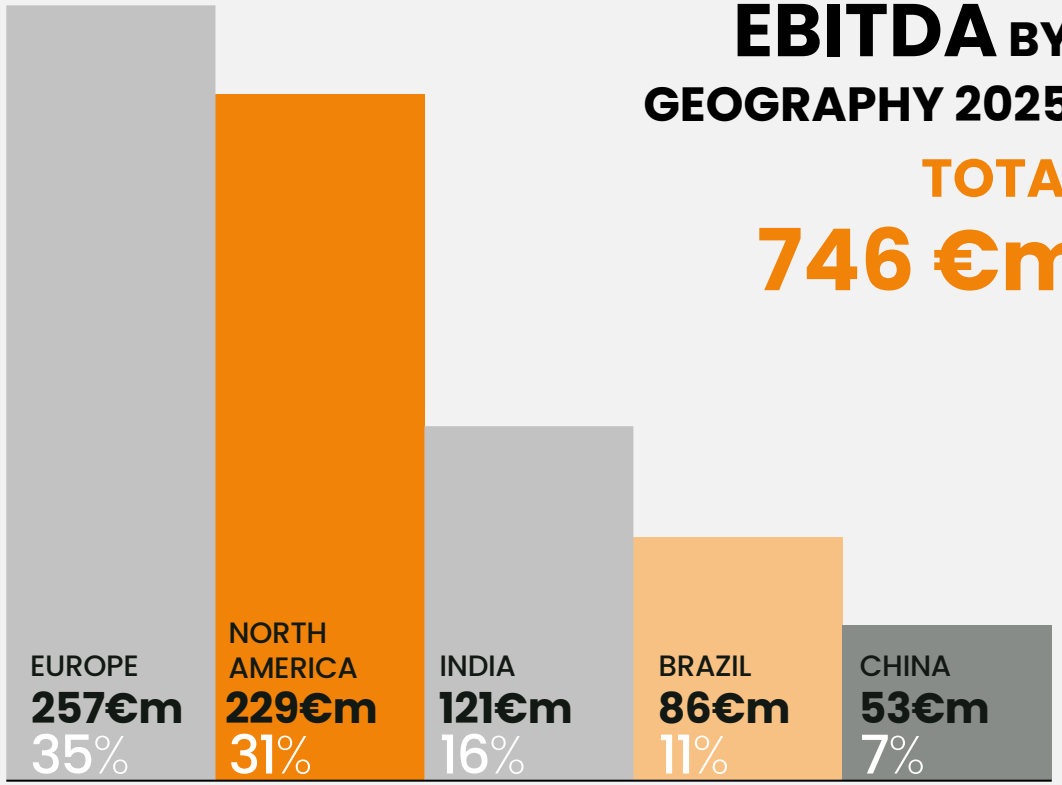
TURNOVER BY GEOGRAPHY 2025

TOTAL
3,958 €m



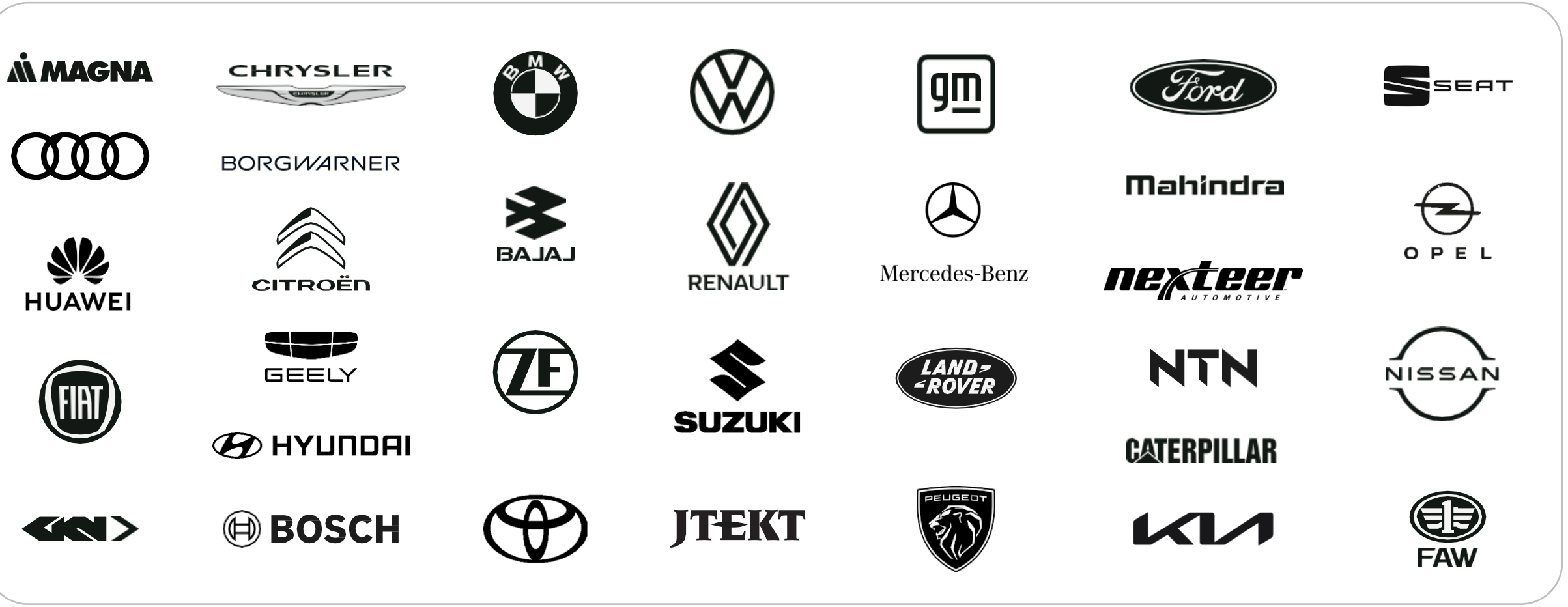
EBITDA BY GEOGRAPHY 2025

TOTAL
746 €m



- Healthy geographical balance in sales and results.
- Defensive tool against different cycle momentum in the diverse geographies.
- Key competitive advantage when supplying global platforms.

COMMERCIAL DIVERSIFICATION



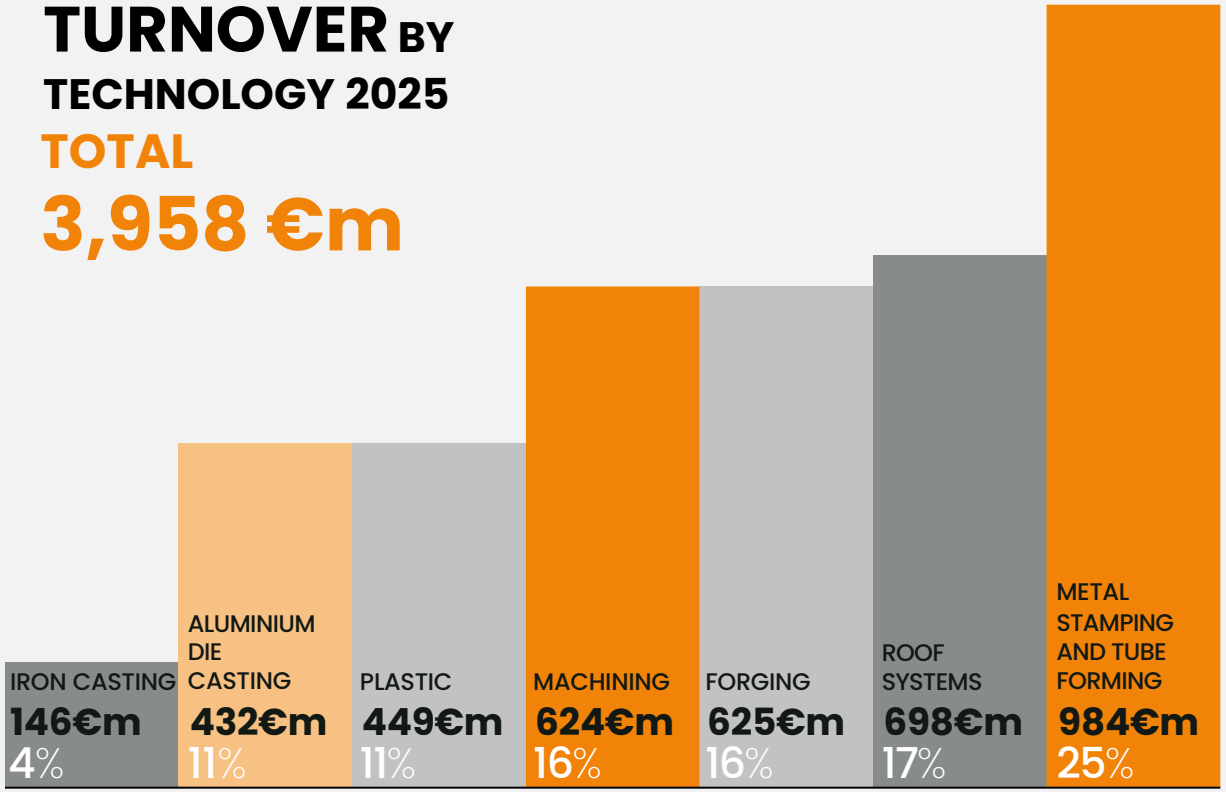
- Direct sales both to OEMs and Tier 1s (c. 75% - 25%).
- Limited dependence on single customer, platform or car model, enabling price defense.
- Solvent quotation requests, which allows us investment choice by profitability return criteria.

MULTI-TECHNOLOGY

TURNOVER BY TECHNOLOGY 2025

TOTAL

3,958 €m



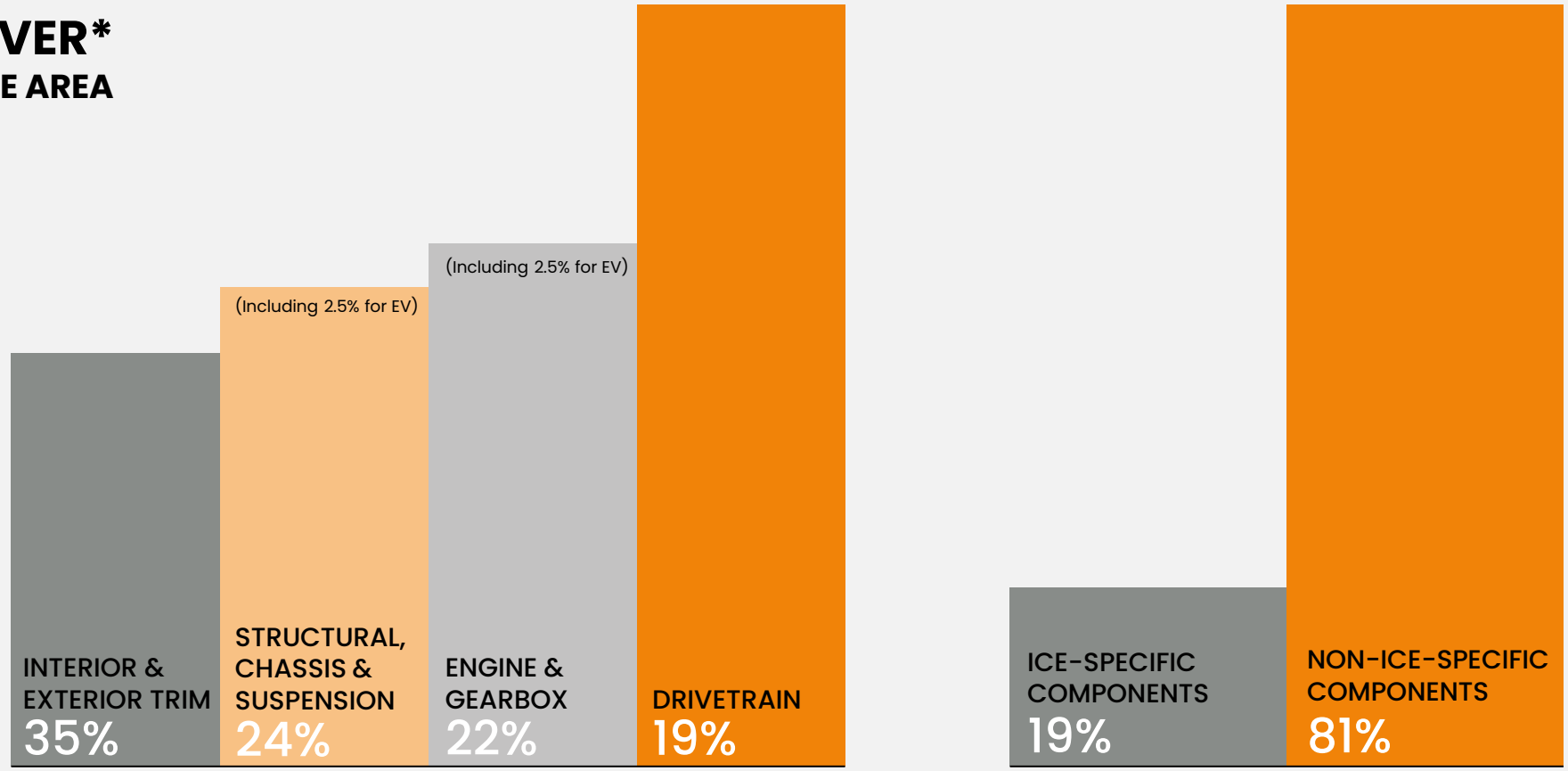
TECHNOLOGY BY GEOGRAPHY 2025	TOTAL	Machining	Metal Stamp. & Tube Forming	Forging	Plastic	Aluminium Die Casting	Castings	Roof Systems	Branding
Europe(1)	47	16	5	3	7	4	-	6	6
North America	20	6	5	2	2	1	-	2	2
Brazil	16	2	4	1	7	1	1	-	-
Asia (India & China)	37	3	7	9	1	3	2	12	-
TOTAL	**120**	**27**	**21**	**15**	**17**	**9**	**3**	**20**	**8**

(1) Includes the CIE Maroc factory in Morocco.

- One-stop shop for customers, offering the whole range of the existing technologies to produce components.
- Enabling the selection of the technology that better fulfils the changing needs of our customers.
- Allowing us to focus investments on more demanded technologies.

MULTI-TECHNOLOGY

TURNOVER*
BY VEHICLE AREA
2025



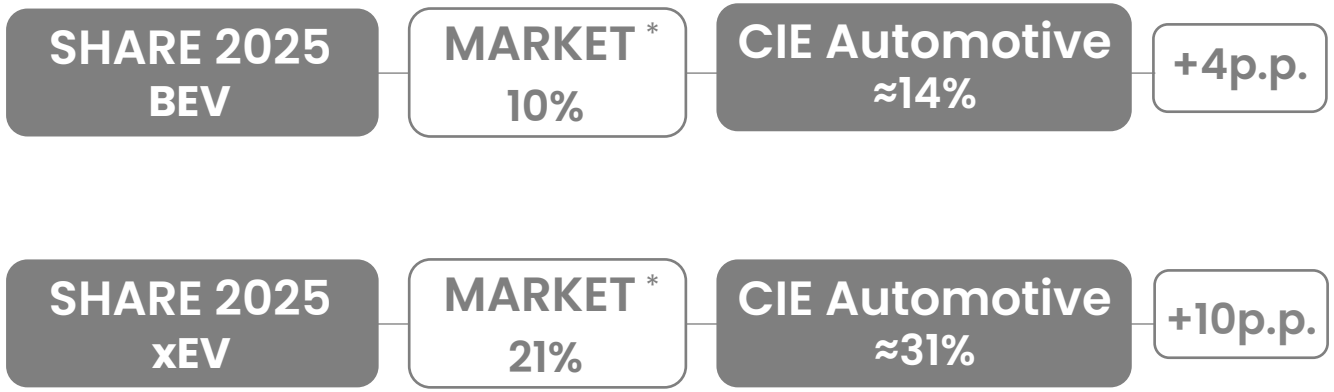
* Proforma 2025 including CIE Aludec (Branding), closed in March 2026.

- **≈80% of CIE Automotive's sales are powertrain agnostic.**
- **A third part of ICE sales come from regions of slow electrification pace (i.e. Brazil, India).**

MULTI-TECHNOLOGY

- The electrification pace is completely different by geographies, which allows a more gradual evolution of the product portfolio to global players like CIE Automotive.

- Penetration of xEV in CIE Automotive's portfolio and sales is significantly higher than penetration of xEV in our market: ≈31% of CIE Automotive's sales are related to xEV.



- Portfolio's electrification is a natural process of our customers' demand, which CIE Automotive can address thanks to globalization, multi-technology and financial strength.

- **In 2025 ≈30% of the new orders were for xEVs.**

COMMERCIAL STRATEGY

Working in xEV for incumbent OEMs, while having already started working for the new EV players.

Gradual portfolio's electrification in a context of 20% of sales renewed annually.

PRODUCT STRATEGY

Already positioned in areas like battery, motor and electronics, just waiting for higher volumes to come.

No need of additional capex for the electrification of our portfolio.

* Market weighted with CIE Automotive's FY 2025 geographical weights.

MULTI-TECHNOLOGY

ICE Powertrain & Gearbox



BRACKET
ALUMINIUM
MACHINING



PISTONS
ALUMINIUM
MACHINING



CAMSHAFT
BEARINGS
HOUSING
ALUMINIUM
MACHINING



TUBE
ASSEMBLIES
TUBE
FORMING
MACHINING



GASOLINE
COMMON RAIL
TUBE FORMING
FORGING
MACHINING



BODY PUMP
FORGING



CRANKSHAFT
CAPS
MACHINING



CAMSHAFT
COVER
ALUMINIUM
MACHINING



AIR TANKS
PLASTIC



CRANKSHAFTS
FORGING



TURBO HOUSING
IRON CASTING
MACHINING



DIESEL COMMON
RAIL
FORGING
MACHINING



CRANKSHAFT
IRON CASTING



VALVE GUIDES
MACHINING



DOUBLE CLUTCH
COMPONENT
STAMPING
WELDING



CAMSHAFT
BEARINGS
ALUMINIUM



BRACKETS
STAMPING
WELDING



OIL PAN
STAMPING
ALUMINIUM
PLASTIC



LADDER FRAME
ALUMINIUM
MACHINING



GEARBOX
HOUSING
ALUMINIUM
MACHINING

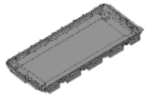


CVT PISTONS
STAMPING

Vehicle Electrification



BATTERY
SUPPORT
FORGING &
MACHINING



BATTERY HOUSING
ALUMINIUM
MACHINING



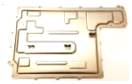
BATTERY
HOUSING
PLASTIC-
COMPOSITE



BATTERY COVER
STAMPING /
PLASTIC



BATTERY CHARGER
SUPPORT
STAMPING,
ASSEMBLY &
PAINTING



POWER ELECTRONIC
COVER
STAMPING
COMPOSITES



BATTERY COVER
PLASTIC



E-ROTOR SHAFT
MACHINING



MOTOR
HOUSING
ALUMINIUM &
MACHINING



POWER ELECTRONIC
HOUSING
ALUMINIUM &
MACHINING



OIL
DISTRIBUTOR
SLEEVE
MACHINING



GROUND &
BEVELOID GEAR
MACHINING



INTERMEDIATE GEAR
ASSEMBLY & INPUT
SHAFT
MACHINING



COVER ASSY
E-MOTOR
STAMPING
ASSEMBLY &
PAINTING



MOTOR SUPPORT
PLASTIC



STRUCTURAL
PARTS FOR
BATTERY
STAMPING



E-REDUCER
HOUSING
ALUMINIUM
MACHINING



PARKING LOCK
GEAR
MACHINING



ROTOR CROWN
E-MOTOR
STAMPING
MACHINING

INVERTER HOUSINGS
WITH INTEGRATED
COOLING
ALUMINIUM &
MACHINING

MULTI-TECHNOLOGY

Transmission & Brakes

(powertrain agnostic components)



PINS FOR
DIFFERENTIAL CASE
MACHINING



PLANETARY CARRIER
MACHINING
WELDING



CLUTCH &
TRANSMISSION
HOUSING
ALUMINIUM
MACHINING



DIFFERENTIAL
COMPONENTS
FORGING
MACHINING



DIFFERENTIAL
HOUSING
IRON CASTING



DIFFERENTIAL CASE
CASTING
MACHINING



FLANGES
FORGING
MACHINING



CV-JOINTS
FORGING
MACHINING



MOTOR HOUSING
STAMPING



BRAKE BOOSTER
STAMPING



I-BOOSTER
STAMPING



TRANSMISSION YOKES
FORGING
MACHINING



SPROCKET
FORGING
MACHINING



AXLE SHAFT
FORGING
MACHINING



PLANETARY CARRIER
FORGING
IRON CASTING
LASER WELDING



DIFFERENTIAL CROWNS &
REDUCTOR FIXED GEARS
FORGING
MACHINING

Chassis & Steering & Structural Parts

(powertrain agnostic components)



STRUCTURAL PARTS
STAMPING
WELDING



BIW
STAMPING
WELDING



EPS MAIN HOUSING
ALUMINIUM



STEERING
NUT
MACHINING



AXLE ARM
IRON CASTING



HUBS, OUTER RINGS
FORGING/MACHINING



STEERING COLUMN
BRACKET
ALUMINIUM



SPINDLES
FORGING
MACHINING



STEERING
COLUMN
TUBE
TUBE
FORMING



CONTROL
ARM
STAMPING



SUSPENSION
BRACKET
STAMPING
WELDING



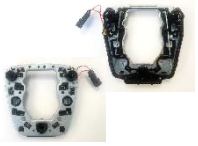
STEERING
HOUSING
ALUMINIUM
MACHINING



CALIPER
BRACKETS
GDC ALUMINIUM
MACHINING



FRONT/REAR
KNUCKLES
STEEL /
ALUMINIUM FORGING
/
MACHINING



AIRBAG FRAME
METAL FORMING /
PLASTIC
OVERMOULDING



REAR AXLE SUPPORT
STAMPING
WELDING
PAINTING



CONTROL &
SUSPENSION ARMS
STEEL/ALUMINIUM/
FORGING
MACHINING



EPS COMPONENTS
MACHINING

MULTI-TECHNOLOGY

Interior & Exterior Trim

(powertrain agnostic components)



STORAGE COMPARTMENT
PLASTIC



CENTRAL CONSOLE
PLASTIC



ASHTRAY
PLASTIC



TRIM PARTS
PLASTIC



LOAD FLOOR
COMPOSITE SPRAY MOLDING
THERMOFORMING



CONNECTORS & JUNCTION BOXES
ELECTRONICS



WHEEL COVERS, REAR VIEW MIRRORS, DOOR HANDLES…
PLASTIC / PAINTING / CROME



SEAT COVERS
PLASTIC (2K)



CROSSBEAMS
TUBE FORMING



SEAT PARTS
TUBE FORMING & WELDING



GLOVE COMPARTMENT
PLASTIC / PAINTING



ARM REST, CUP HOLDER, PILARS, GRAB HANDLES, SPEAKER GRILLS…
PLASTIC



SEAT PARTS
STAMPING



REAR WINDOW PACKAGE TRAY
PLASTIC COMPRESSION MOLDING



IN MOULD DECORATION
PLASTIC / PAINTING / CHROME



FRONT COVERS
PLASTIC



SEAT COMPONENT
PLASTIC



INTERIOR TRIM
PLASTIC

Interior & Exterior Trim - Branding

(powertrain agnostic components)



LETTERINGS
INJECTION MOULDING/ CHROME PLATING/ENAMELLING



EMBLEMS
INJECTION MOULDING/ PAINTING/CHROME PLATING



EMBLEMS WITH CAMERA
INJECTION MOULDING/ CHROME PLATING/ ELECTRONIC DEVICES



RADAR EMBLEMS
INJECTION MOULDING/ SCREEN PRINTING / CHROME PLATING / IMF



FENDER BEZEL
INJECTION MOULDING/ SCREEN PRINTING/HOT-STAMPING



BADGES
INJECTION MOULDING/SCREEN PRINTING / PVD / PAINTING



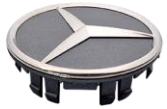
FLEXCHROME DECO PARTS
SCREEN PRINTING FILM/ THERMOFORMING/RESIN INJECTION



MOTOR PLATES
INJECTION MOULDING
PAD PRINTING



DECAL STRIPES
SCREEN PRINTING/ DIE-CUTTING/RESIN DOME



WHEEL EMBLEMS
INJECTION MOULDING/ PAINTING/ CHROME PLATING



BUMPER SCUFF-PLATES
STAINLESS STEEL



DOOR SILL-PLATES
STAMPING /ALUMINUM/ BRUSHING/SCREEN PRINTING



BOOT SILL-PLATES
STAINLESS STEEL



DOOR PILLARS
IMF



EXHAUST PIPE TRIMS
INJECTION MOULDING/ PAINTING /CHROME PLATING



FOG LIGHT TRIMS
INJECTION MOULDING/ CHROME PLATING



FRONT GRILLS & GRILL FRAMES
INJECTION MOULDING/ CHROME PLATING/ENAMELLING



INTERIOR TRIMS
INJ. MOULDING/SCREEN PRINTING/IMF



OVER INJECTED
ALUMINUM PARTS
INJECTION MOULDING/ SCREEN PRINTING/ALUMINUM



OTHER BEZELS & MOULDINGS
INJECTION MOULDING/ PAINTING/ CHROME PLATING

MULTI-TECHNOLOGY

Commercial Vehicles



LAY SHAFT
FORGING
MACHINING



INPUT SHAFT
FORGING
MACHINING



AXLE BEAM
FORGING
MACHINING



BRAKE CAMSHAFTS
FORGING



DIFFERENTIAL
HOUSING
IRON CASTING



FRONT LID
COMPOSITES



AXLE SHAFT
FORGING



SPINDLE
FORGING
MACHINING



INJECTION PUMP
FORGING



SECTOR
SHAFT
FORGING
MACHINING



PISTON
FORGING/WELDING
MACHINING



STABILIZER BAR
FORGING



TRANSMISSION /
DIFFERENTIAL
FORGING



BRAKE DRUM
IRON CASTING



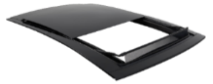
BATTERY BOX
COMPONENTS
FORGING/MACHINING

Roof Systems

(powertrain agnostic components)



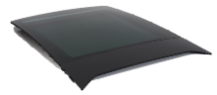
MANUAL
FLUSH WINDOW



TOP LOADED
OUTER SLIDING



MANUAL
ROOF SUNSHADE



TOP LOADED
FIXED MODULE



LATERAL & REAR
SUNSHADES



FLUSH
DOOR PANEL



LUGGAGE-COVER



BOTTOM LOADED
OUTER SLIDING
2 PANELS



BOTTOM LOADED
FIXED MODULE



TOP LOADED
OUTER SLIDING
1 PANEL



BOTTOM LOADED
INNER SLIDING
2 PANELS



TOP LOADED
SPOILER



BOTTOM
LOADED INNER
SLIDING
1 PANEL



FLUSH
BACKLITE



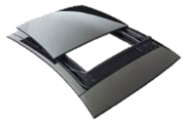
FLUSH SLIDING
DOOR PANEL



ELECTRICAL
FLUSH WINDOW



PANORAMA
WINDSCREEN
SUNSHADE



TOP LOADED
SPOILER 2 PANELS



ELECTRICAL
ROOF
SUNSHADE

INVESTMENT DISCIPLINE

CAPEX

- **Standard, flexible machinery,** valid to produce for different customers and platforms, enabling high saturation of productive capacity.
- **C.2% over sales recurrent capex** that includes maintenance and capacity renovation.

STRICT INVESTMENT DISCIPLINE

- **Investments ≥20% ROI.**
- **Operating Net Working Capital ≈ zero** (excluding the off- balance factoring)**.**

EBITDA CONVERSION INTO CASH

- Operational excellence and control of fixed costs, together with capex discipline and finance/tax strategies, enables **a high conversion of the EBITDA into Operating Cash, >65%**.



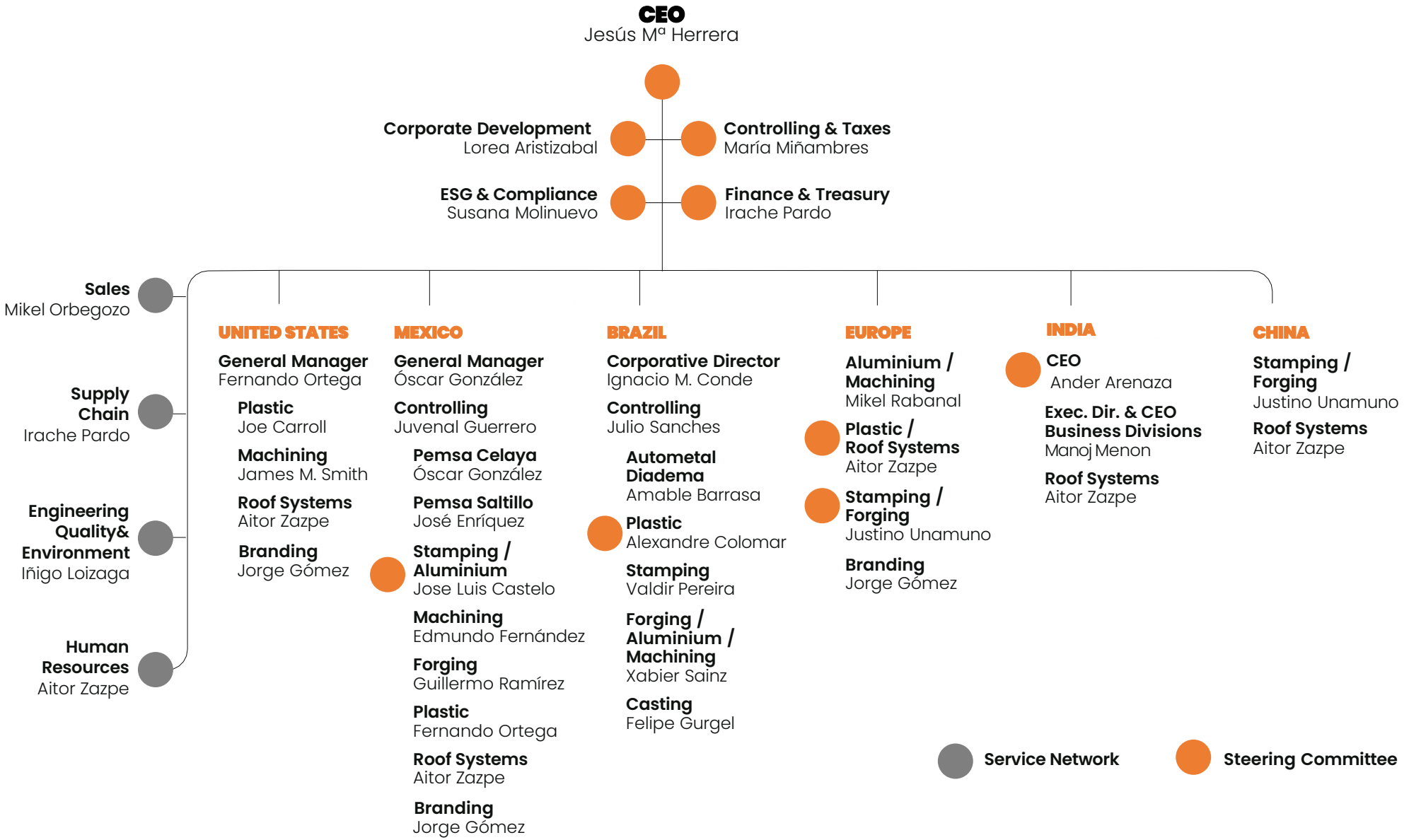
DECENTRALIZED MANAGEMENT
Focused on value generation

Decentralized management structure focused on value generation

- Cash Focus
- Decentralized Management Structure
- Local Orders
- Universal Entrepreneurs
- Team Commitment
- Network Services Support
- Lean Headquarters
- Indirect People Productivity
- Fast Decision Making
- Variable and Long-Term Incentives

DECENTRALIZED MANAGEMENT

Organizational chart



ESG INTEGRATION
Environmental

E S G

- **Inexcusable commitment against the climate emergency.**
- **Aligned with the 2030 agenda and the European Green Deal.**
- **Committed to science-based 1.5ºc and net zero targets.**

2033 CIE GHG EMISSIONS REDUCTION TARGETS

- CIE Automotive **commits to reduce absolute scope 1 and 2 GHG emissions 57.9% by 2033** from a 2021 base year.
  CIE Automotive **commits to reduce absolute scope 3 GHG emissions 54.6% by 2033** from a 2021 base year.

2050 CIE NET-ZERO TARGETS

- CIE Automotive **commits to reduce absolute scope 1, 2 and 3 GHG emissions 90% by 2050** from a 2021 base year.
- CIE Automotive **commits to reach net-zero GHG emissions across the value chain by 2050.**

SUSTAINABLE R&D

- **≈2% of annual revenues invested in R&D.**
- **12 R&D centers** worldwide with a multi-technological and multi-material approach.
- **Integrating ecodesign and circularity criteria** in our processes.
- **R&D roadmap focused on: Decarbonization, Industry 4.0, New Mobility Concept, Safety & Security.**

EU TARGETS	To become **climate neutral** by 2050	To **protect** human life, animals and biosphere	To **create leaders in clean** products and technologies	**To ensure** fair and inclusive transition

ESG INTEGRATION
Social

S

DIVERSE
- **Gender:** 21% female employees, 29% female new hires, 40% female in Steering Committee, 36% female in board of directors.
- **Age:** as a key diversity issue to ensure a healthy composition of our headcount and a proper succession plan.
- **Diversity committee** created in 2021; **100% diversity assessments in all geographies done by 2025.**

EMPOWERING
- Focus in **attracting and retaining talent.**
- **Programs for the youth:** dual programs, international training internships.
- >80% of CIE Automotive's **employees with >30 hours of training per year.**

DECENTRALIZED
- **Decentralized decision – making process** oriented to flexibility
- Combining financial results with **social protection.**
- **>90% of management teams have local members.**
- 100% of managers received ESG training.

SAFE
- **100% of plants with certificate ISO 45001.**
- >180,000 training hours in Health & Safety in 2025.

ESG INTEGRATION
Governance

- Based on principles **of transparency and legality.**
- Integrating Governance, Risk management and Compliance.
- **Whistle-blower channel for all stakeholders.**
- **Global training on ESG:** Code of Conduct, criminal liability and anti-corruption.
- The **Board of Directors** is responsible for monitoring the company's **risk profile.**
- The **ESG Committee** is responsible for the oversight of due compliance of the **Code of Professional Conduct.**

GOVERNANCE POLICIES
Internal Control over Financial and Non-Financial Reporting
Control and risk management
Corporate governance
Director remuneration
Corporate tax
Shareholder and markets reporting and communications
Shareholder remuneration
Selection and diversity of the Board of Directors
Procurement policy and relations with the account auditor
Compliance and Criminal Risk Prevention Policy
Antitrust policy
Internal Information System Policy
Policy on Information Technologies and Cybersecurity Risks

ESG POLICIES
ESG
Sustainable Purchasing
Supplier ESG commitment
Human rights
Anti-corruption and fraud
Social action

Signatory of the **United Nations Global Compact**

Contribution to the UN **Sustainable Development Goals**

Member of **Forética**

ESG INTEGRATION
Other stakeholders



FINANCIERS

- Maximising **ESG-linked financial operations.**
- ≈70% of our gross financial debt is linked to ESG criteria.
- ESG performance monitored by a third party.

INVESTORS

- Feedback to key **ESG agencies.**
- ESG-focused **meetings with investors.**
- Annual Report released yearly.

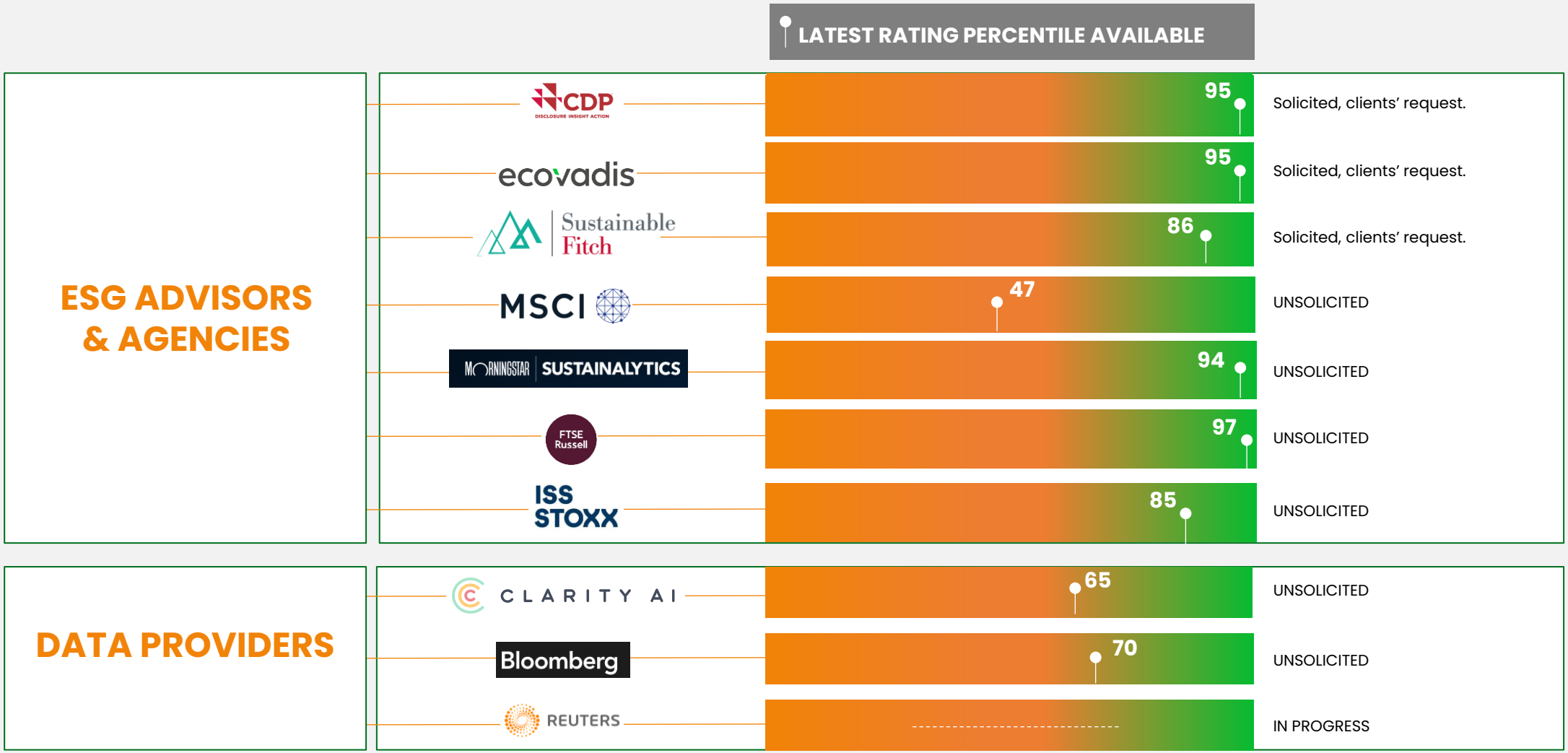
SUPPLY CHAIN

- **ISO 20400 sustainable procurement** and Sustainable Purchasing Policy.
- **92% of suppliers are local.**
- Engagement to decarbonization: Scope 3 (60% of GHG emissions)
  Project supply chain Race to Zero to align value chain with our emissions reduction targets.
- In 2025, 82% of waste generated was sent to recycling.
- Sustainable Purchasing Policy.
- **Global: global targets with local implementation.**

CUSTOMERS

- Use of **customers' platforms for ESG self-assessment.**
- 82% of plants self-assessed in SAQ (by NQC platform) with score >80%.
- 100% commercial staff trained in ESG.

ESG INTEGRATION
ESG Agencies



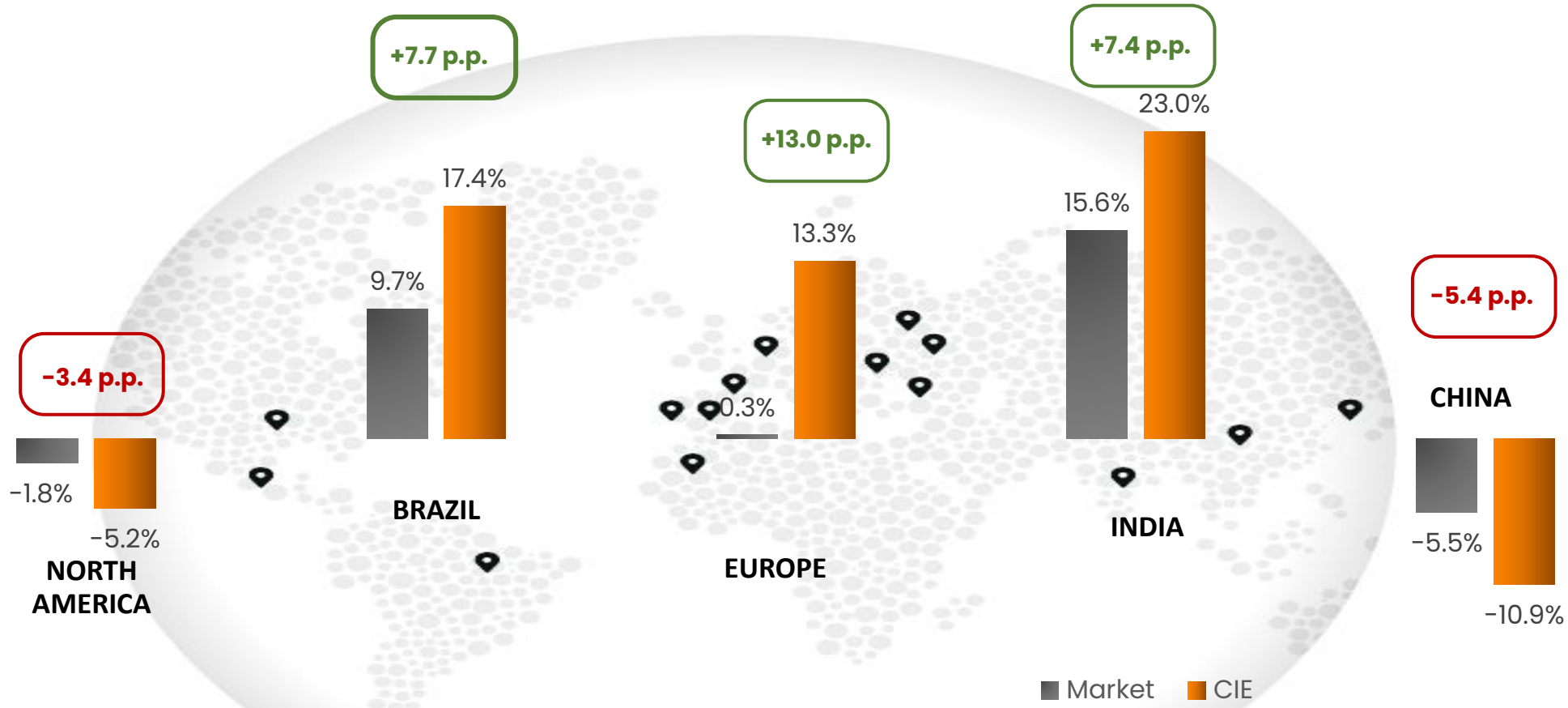
CIE Automotive



UPDATE ON RESULTS

- **September Results 2026**
- **Balance Sheet September 2026**
- **Guidance 2026-2027**

SALES PERFORMANCE 2026 vs 2025 - September



Market **-0.7%**

CIE **+8.0%**

+8.7 p.p.

At constant exchange rates

Source: IHS Vehicle Production October 2026 (9 months 2026 – % unit growth) – Global light vehicle market
2026 sales include a 4.4% inorganic growth contribution

Q3 RESULTS 2026



Q3 RESULTS

(€m)	2025	2026
Sales	973.9	1,037.2
EBITDA	184.4	195.5
% EBITDA / sales	18.9%	18.8%
EBIT	133.2	144.2
% EBIT / sales	13.7%	13.9%
EBT	118.6	125.8
Net income	80.4	83.5

Strong quarterly execution in a challenging environment, delivering profitable growth and operational excellence while achieving industry-leading profitability levels

SEPTEMBER RESULTS 2026



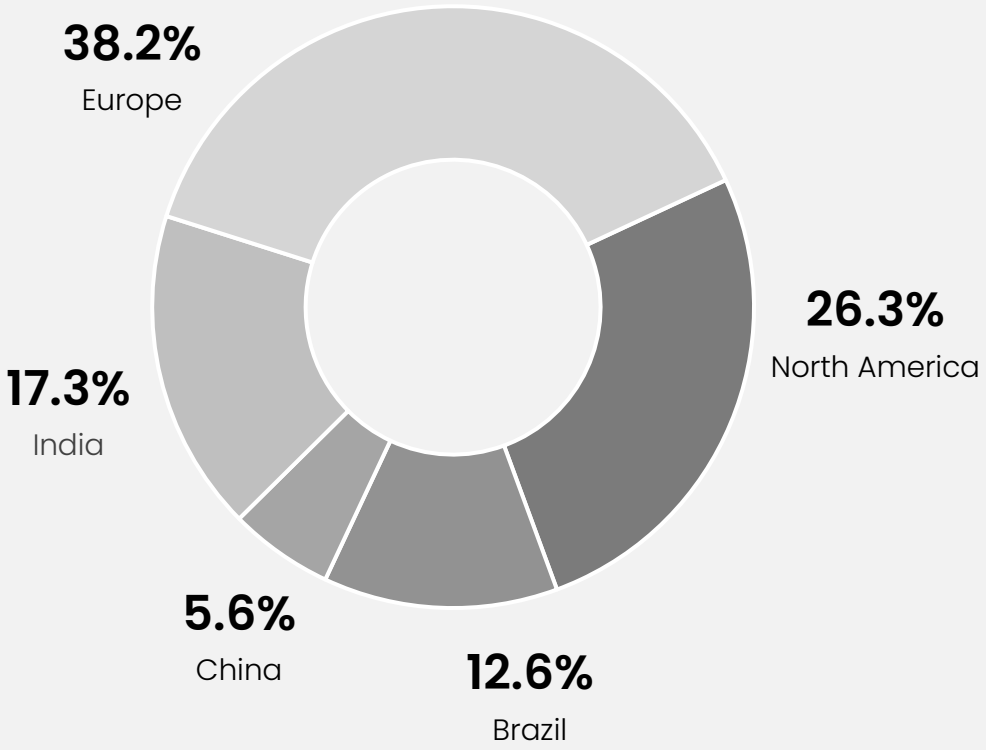
SEPTEMBER RESULTS

(€m)	2025	2026
Sales	2,974.0	3,140.9
EBITDA	563.6	596.5
% EBITDA / sales	19.0%	19.0%
EBIT	419.1	444.6
% EBIT / sales	14.1%	14.2%
EBT	377.2	394.2
Net income	266.2	274.8

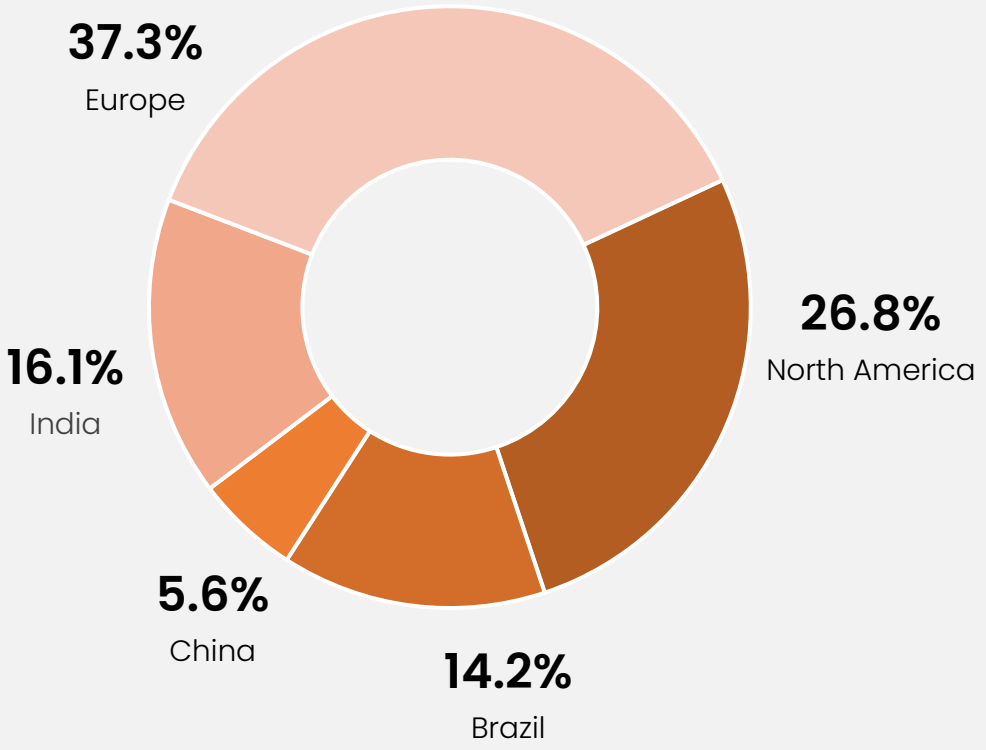
The cumulative results at the end of the third quarter confirm CIE's ability to combine growth and profitability, maintaining margins at exceptional levels and well above the sector's usual standards, even in an unfavorable foreign exchange environment

GEOGRAPHICAL BALANCE

SALES
3,140.9 €m



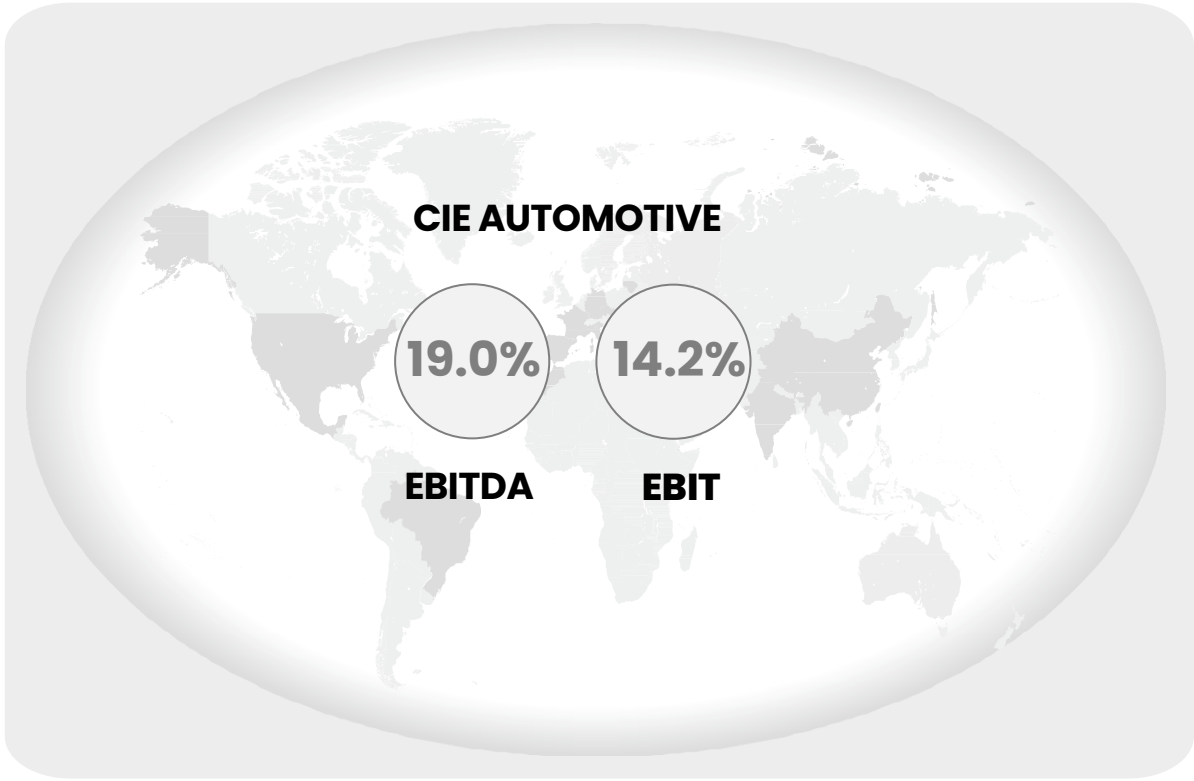
EBITDA
596.5 €m



GEOGRAPHICAL PROFITABILITY

NORTH AMERICA
EBITDA 19.4%
EBIT 13.9%

BRAZIL
EBITDA 21.5%
EBIT 18.1%



EUROPE
EBITDA 18.5%
EBIT 13.1%

CHINA
EBITDA 18.9%
EBIT 13.0%

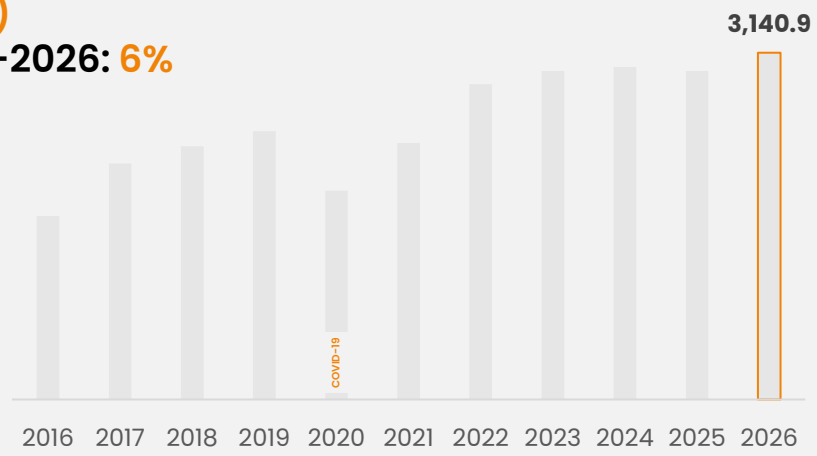
INDIA
EBITDA 17.7%
EBIT 14.3%

Global strength based on local excellence

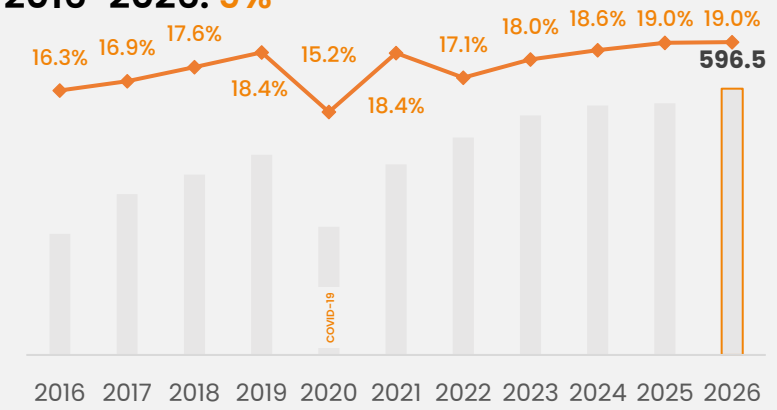
Consistent profitability and balanced geographic footprint across all geographies demonstrate a robust and globally scalable model

BUSINESS PERFORMANCE

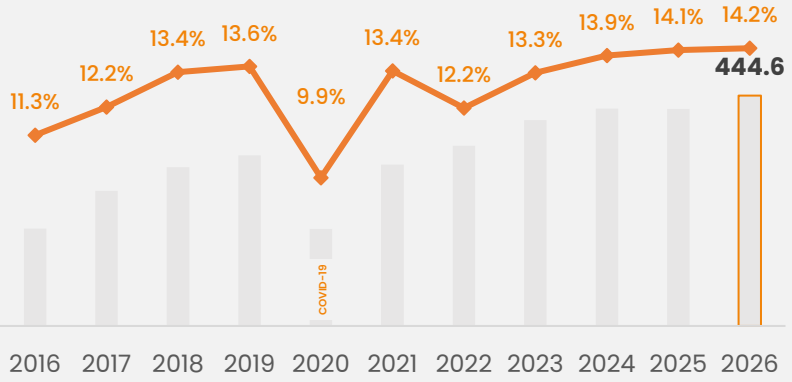
SALES (€m)
CAGR 2016-2026: 6%



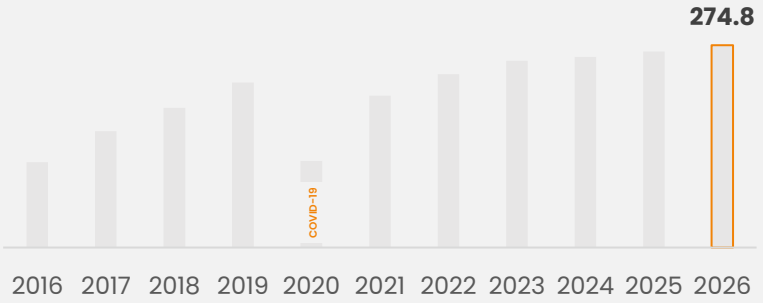
EBITDA (€m)
CAGR 2016-2026: 9%



EBIT (€m)
CAGR 2016-2026: 10%



NET INCOME (€m)
CAGR 2016-2026: 11%



Data for the first 9 months of each year in €m, corresponding to the Automotive segment

BALANCE SHEET SEPTEMBER 2026



COMPARATIVE BALANCE SHEET

(€m)	DEC 2025	SEP 2026
Fixed assets	3,564.3	3,901.9
Net Working Capital	(490.2)	(399.6)
TOTAL NET ASSETS	3,074.1	3,502.3
Equity	1,847.7	2,186.7
Net Financial Debt	912.8	956.9
Others (net)	313.6	358.7
TOTAL NET LIABILITIES	3,074.1	3,502.3

Non-recourse factoring	314.7	313.6

Balance sheet growth driven by investment and expansion, while maintaining a solid financial structure through disciplined capital management

FINANCIAL POSITION 2026

CASH FLOW SEPTEMBER 2026 (€m)

EBITDA	596.5
Financial expenses	(41.9)
Maintenance Capex	(46.5)
Tax Payments	(77.4)
IFRS16(1) Leases	(22.2)
OPERATING CASH FLOW	**408.5**
% EBITDA(2)	71.1%
Growth Capex	(132.7)
Net Working Capital Variation	(7.5)
Other movements	4.9
Cash flow	273.2
% EBITDA(3)	47.6%
Business combinations and deferred acquisitions payments(4)	(191.8)
Dividend payments and treasury share transactions	(125.5)
NFD variation	(44.1)

(1) Lease payments accounted for in EBITDA in accordance with IFRS 16 accounting standards
(2) Operating Cash Flow on EBITDA adjusted for the IFRS 16 impact
(3) Cash Flow on EBITDA adjusted for the IFRS 16 impact
(4) Cash flow related to inorganic growth
(*) NFD and EBITDA figures adjusted to consider 50% of the Chinese JV SAMAP
(**) Gross financial debt (GFD) at fixed interest rate

Comparative ratios

	DEC 2025	SEP 2026
NFD	912.8	956.9
Adjusted NFD*	899.2	940.5
NFD/EBITDA*	1.18X	1.18X
OPERATING CASH FLOW	506.5	408.5
% EBITDA(2)	70.6%	71.1%
CASH FLOW	307.2	273.2
% EBITDA(3)	42.8%	47.6%
Liquidity	1.851.8	1,547.8
% fixed-rate GFD	50%	50%



Exceptional operating cash flow generation. enabling the financing of growth, investment, and shareholder returns, while maintaining a stable and well-controlled level of leverage

GUIDANCE 2026-2027

ORGANIC OPERATIONAL COMMITMENTS 2026-2027

1



SALES

Low-mid single-digit outperformance in constant currencies

2



MARGINS

Defence of the excellent profit margins recorded in 2025

3



ESG

Code of Conduct training provided at 100% of our factories

Focus on attracting and retaining **talent**

SBTi-validated targets for the short/medium term and **Net Zero by 2050**

4



CASH GENERATION

EBITDA-to-FFO **conversion ratio of 65%**

Cumulative **FFO of >€1bn** in 2026 - 2027

5



LEVERAGE

Ongoing payout of 33%
NFD/EBITDA would be <0.7X by year-end 2027



NEW DIVIDEND POLICY

*Payout of **42%** in 2026*

*Payout of **50%** in 2027*



M&A ACTIVITY

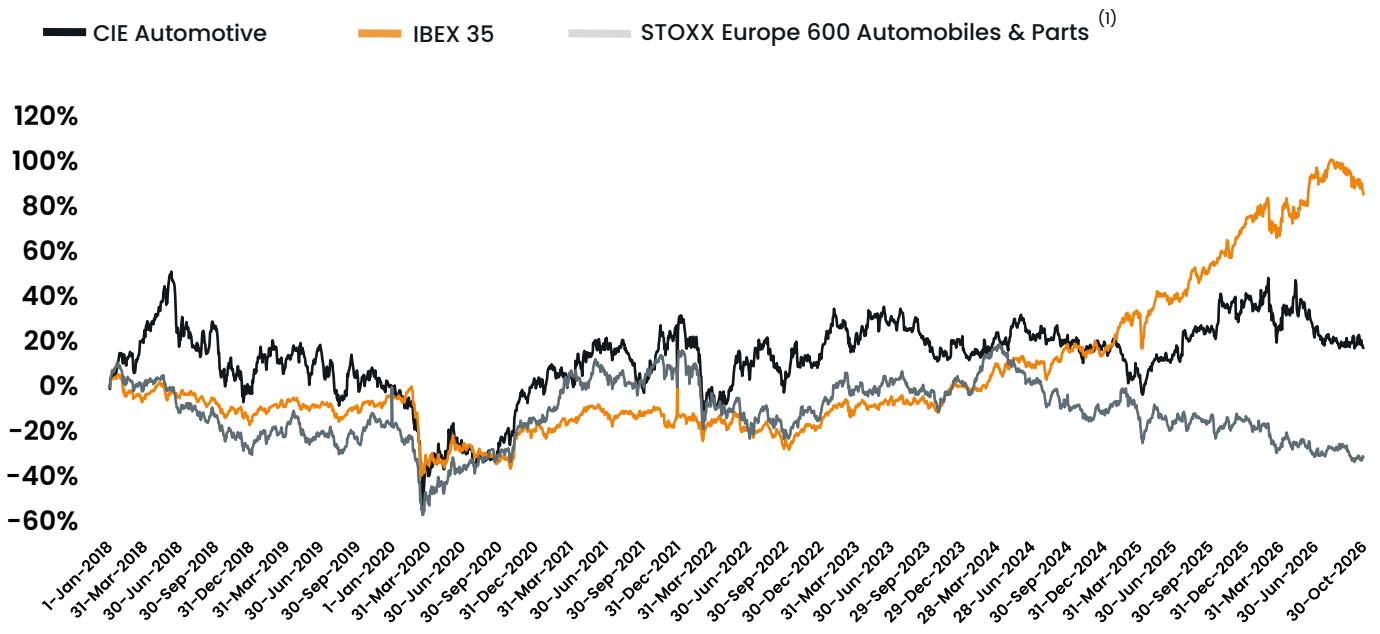
Focused on the integration of the newly acquired companies



CIE AUTOMOTIVE IN STOCK EXCHANGE

- **Share price performance**
- **Analysts' recommendations**

SHARE PRICE PERFORMANCE



(1) STOXX Europe 600 Automobiles & Parts includes: OEMS: BMW ST, Mercedes Benz Group, Ferrari NV, Stellantis, Porsche, Renault & Volkswagen. SUPPLIERS: Forvia, Michelin, Continental, Nokian, OPmobility, Rheinmetall, Valeo.

In a macroeconomic, geopolitical, and industry context that remains complex, **CIE Automotive continues to deliver excellent results quarter after quarter**, demonstrating the resilience of its business model and reinforcing its position as one of the most profitable companies in the industry.

At the end of the third quarter of 2026, **CIE Automotive's share price stood at €25.75**, compared with €26.65 at the end of the first half of the year, representing a 3% decline for the quarter.

Share price performance remains influenced by a highly volatile geopolitical environment, compounded by uncertainty affecting the automotive industry, which faces moderate growth prospects.

Meanwhile, CIE Automotive's strong operating and financial performance stands in sharp contrast to its share price evolution. Analysts are bullish on the company's future, **with an average price target of €36.1, well above the current share price, and several analysts setting their targets close to €40.**

ANALYSTS' RECOMMENDATIONS

COMPANY	ANALYST	RECOMMENDATION	PRICE	UPDATE
Alantra Equities	Carlos Torres	Buy	€35.70	10/2026
Bankinter	Esther Gutiérrez	Buy	€36.60	08/2026
Bestinver Securities	Enrique Yáguez	Buy	€37.55	10/2026
Caixabank BPI	Bruno Filipe Bessa	Buy	€39.50	06/2026
Gaesco Valores	Iñigo Recio	Buy	€38.00	05/2026
JB Capital Markets	David López	Buy	€37.40	10/2026
Kepler Cheuvreux	Alexandre Raverdy	Buy	€34.00	04/2026
Kutxabank Investment	Virginia Lezama Leguizamón	Buy	€39.00	10/2026
Oddo BHF	Anthony Dick	Overweight	€34.00	10/2026
Renta 4	Álvaro Aristegui	Overweight	€35.80	11/2025
Sabadell	Ignacio Romero	Overweight	€34.97	06/2026
Santander	Robert Jackson	Overweight	€33.60	06/2025
UBS	Juan Pérez-Carrascosa	Buy	€36.00	12/2025
Consensus	-	-	**€36.32**	

CIE Automotive



APMs – ALTERNATIVE PERFORMANCE MEASURES

PERFORMANCE MEASURE	DEFINITION
EBITDA	Net Operating Income + Depreciation
Adjusted EBITDA	Annualized EBITDA of 12 last months including 50% of the EBITDA of Chinese JV SAMAP which, based on the current agreements with the partner, is consolidated by the equity method
EBIT	Net Operating Income
EBT	Earnings before taxes
Net Income	Recurrent profit attributable to the company's shareholders
Net Financial Debt (NFD)	Debt with banks and other financial institutions – Cash and equivalents – Other Financial Assets
Adjusted Financial Debt	Net Financial Debt including 50% of Chinese JV SAMAP net financial debt, consolidated by the equity method as per the current partner agreements reached
Gross Financial Debt (GFD)	Debt with banks and other financial institutions
Operating Cash Flow	EBITDA – IFRS16 Leases - Maintenance Capex – Financial expenses paid - Tax payments
Cash Flow	Operating Cash Flow – Growing Capex - Net Working Capital Variation - Other movements (including the forex effect in NFD)
Cash	Cash and equivalents including Other Financial Assets
Liquidity	Cash and undrawn credit lines and loans

CIE Automotive






THANK YOU

