



Earnings Release

31st December 2015

*Managing high value
added processes*



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*CIE in Stock
Exchange*

01



Results 31st December 2015

HIGHLIGHTS 2015

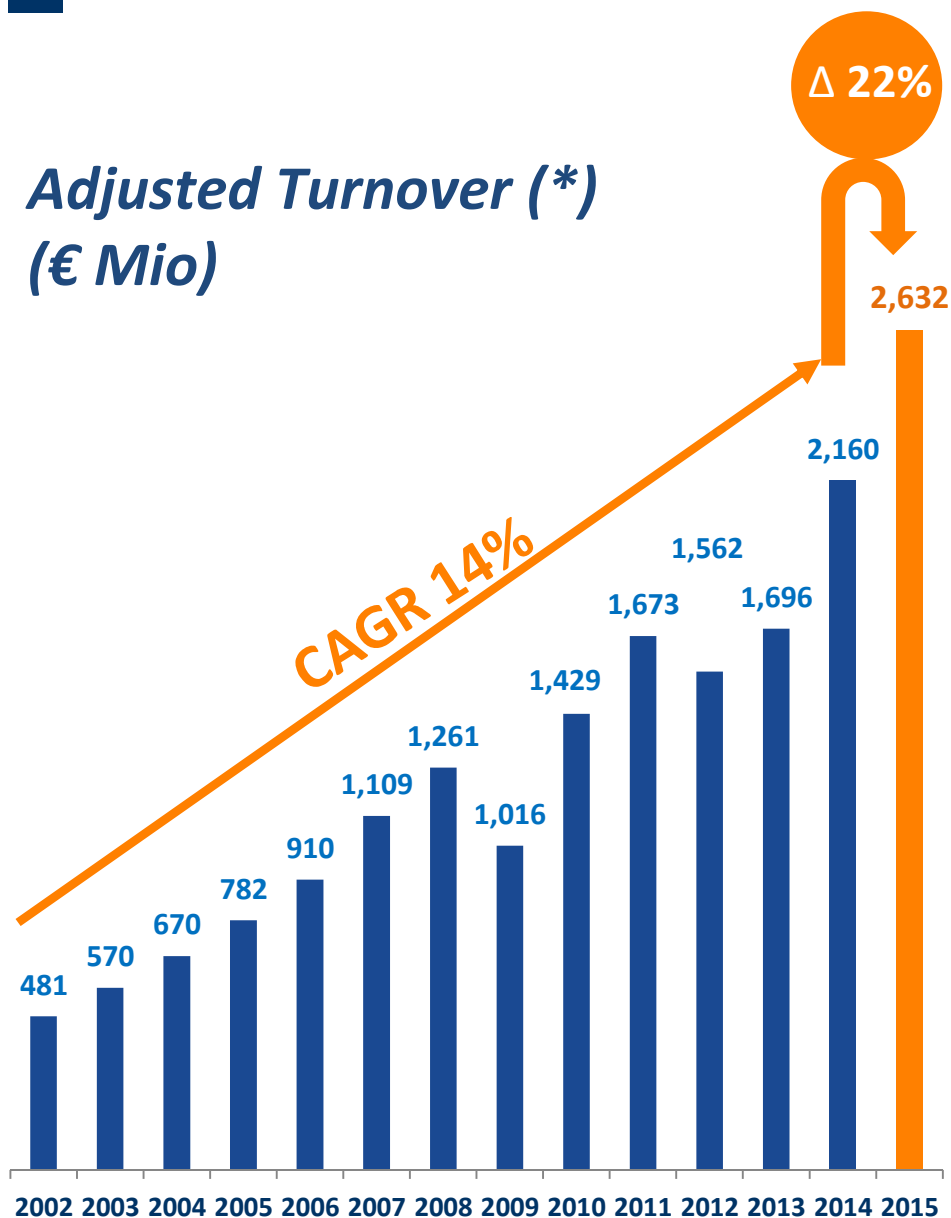
	2014	%	2015
Adjusted Turnover(*) (€ Mio)	2,160.3	+22%	2,631.5
EBITDA (**) (€ Mio)	290.9	+26%	365.5
Net Income(**) (€ Mio)	81.0	+59%	129.1
Equity (€ Mio)	861.6	+3%	885.0
Earnings per share (€)	0.63	+59%	1.00
31.12 Exchange price (€ per share)	11.27	+37%	15.45
Year end number of employees (nº)	23,528		22,820
Net Financial Debt (€ Mio)	720.6		670.1

(*) Proforma values calculated by deducting turnover of diesel oil used for blending.

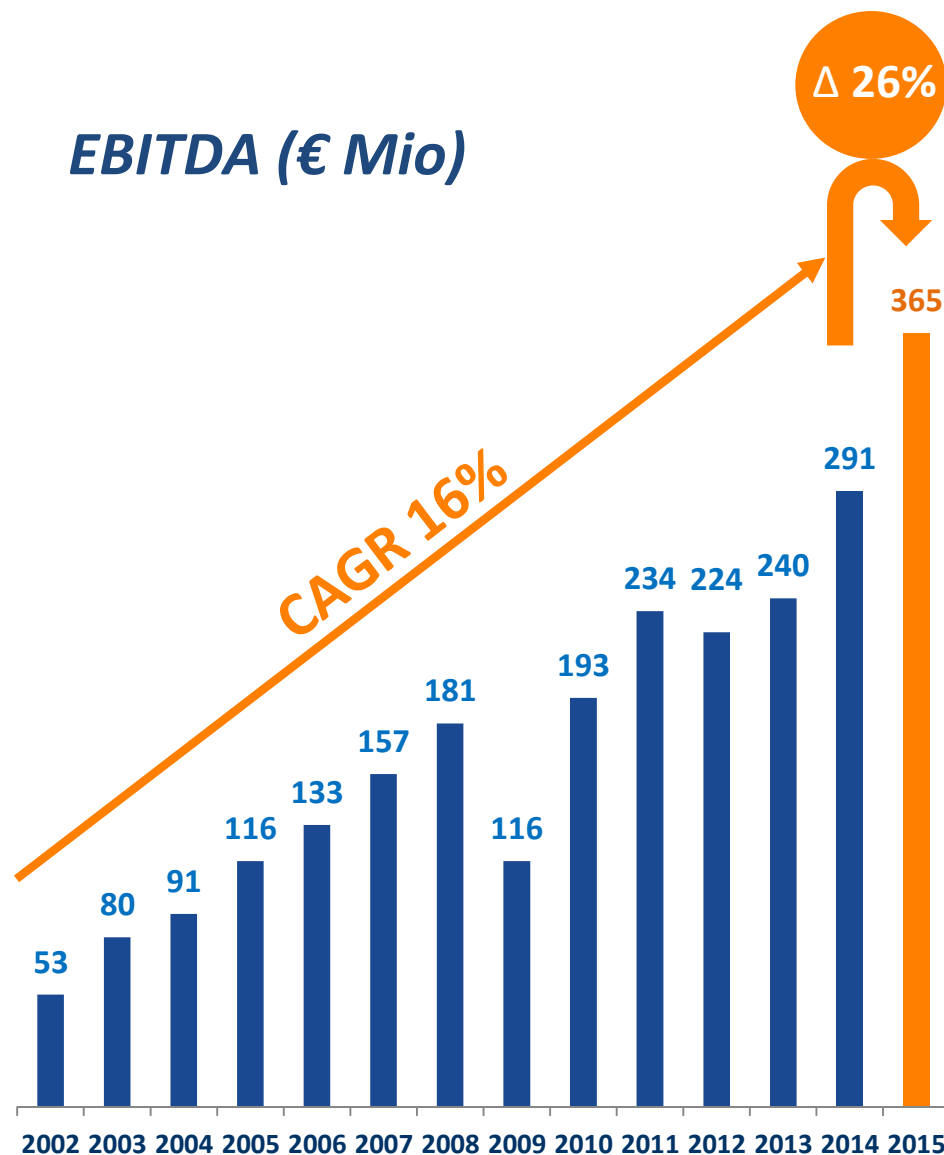
(**) EBITDA: Net Operating Income + Depreciation, Net Income: Profit attributable to the company's shareholders.

SUSTAINED AND PROFITABLE GROWTH

**Adjusted Turnover (*)
(€ Mio)**



EBITDA (€ Mio)



(*) From 2006 until 2014, proforma values calculated by deducting turnover of diesel oil used for blending.
EBITDA: Net Operating Income + Depreciation.

CAGR (Compound Annual Growth Rate)

DECEMBER 2015 CIE GROUP RESULTS

(€ Mio)	2014	%	2015
Turnover	2,209.5		2,631.5
Adjusted Turnover (*)	2,160.3	+22 %	2,631.5
EBITDA (**)	290.9	+26%	365.5
% EBITDA on Adjusted Turnover	13.5%		13.9%
EBIT (**)	172.2	+42%	244.3
% EBIT on Adjusted Turnover	8.0%		9.3%
Profit for the year	98.1	+49%	145.8
Net Income (**)	81.0	+59%	129.1

(*) Proforma values calculated by deducting turnover of diesel oil used for blending.

(**) EBITDA: Net Operating Income + Depreciation, EBIT: Net Operating Income, Net Income: Profit attributable to the company's shareholders.

Net Income is the **recurring** of CIE Group given that non recurring positive and negative effects generated in the year have been compensated.

4Q 2015 CIE GROUP RESULTS

(€ Mio)	4Q 2014	%	4Q 2015
Turnover	597.3		662.1
Adjusted Turnover(*)	588.4	+13%	662.1
EBITDA (**)	78.6	+15%	90.5
% EBITDA on Adjusted Turnover	13.4%		13.7%
EBIT (**)	40.3	+46%	58.7
% EBIT on Adjusted Turnover	6.9%		8.9%
Profit for the year	26.6		25.8
Net Income (**)	21.0	+48%	31.1

(*) Proforma values calculated by deducting turnover of diesel oil used for blending.

(**) EBITDA: Net Operating Income + Depreciation, EBIT: Net Operating Income, Net Income: Profit attributable to the company's shareholders.

2015 CIE GROUP HEADLINES

First complete year with new consolidation perimeter

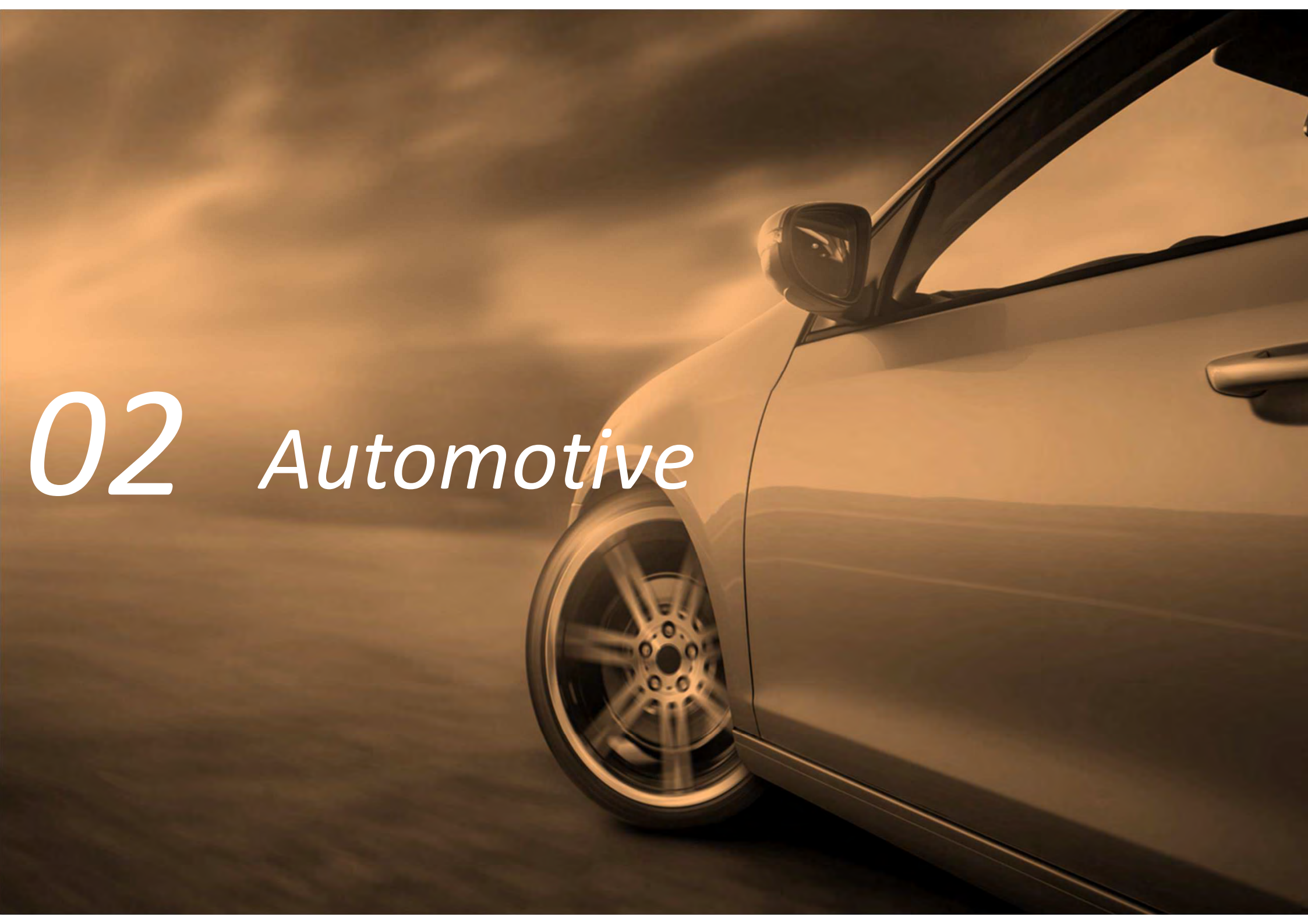
Improvement driven by excellent European and NAFTA evolution

Favorable evolution in exchange rates

Mahindra CIE operations' improvement in progress

Brazil's market complicated situation

Dominion fulfilling its 2015 guidance



02 Automotive

2015 AUTOMOTIVE RESULTS

(€ Mio)	2014	%	2015
Turnover	1,916.8		2,106.5
Adjusted Turnover (*)	1,867.6	+13%	2,106.5
EBITDA (**)	268.6	+21%	323.9
% EBITDA on Adjusted Turnover	14.4%		15.4%
EBIT (**)	160.6	+34%	215.1
% EBIT on Adjusted Turnover	8.6%		10.2%

(*) Proforma values calculated by deducting turnover of diesel oil used for blending.

(**) EBITDA: Net Operating Income + Depreciation, EBIT: Net Operating Income.

Starting from 2014, Biodiesel segment, not resulting material, has been included in Automotive segment.

- The behavior of NAFTA's market and the excellent level of operative profitability of Mexican and European plants, have contributed to easing the Brazilian's bad market situation and the lower margins of Mahindra plants integrated in 2014
- Highlighting the recover of EBIT margin having reached double digit level

4Q 2015 AUTOMOTIVE RESULTS

(€ Mio)	4Q 2014	%	4Q 2015
Turnover	480.1		510.6
Adjusted Turnover(*)	471.3	+8%	510.6
EBITDA (**)	71.9	+6%	76.4
% EBITDA on Adjusted Turnover	15.3%		15.0%
EBIT (**)	37.2	+29%	47.9
% EBIT on Adjusted Turnover	7.9%		9.4%

(*) Proforma values calculated by deducting turnover of diesel oil used for blending

(**) EBITDA: Net Operating Income + Depreciation, EBIT: Net Operating Income

- Quarterly margin has been slightly negatively affected due to non recurring effects compensated at Net Income level

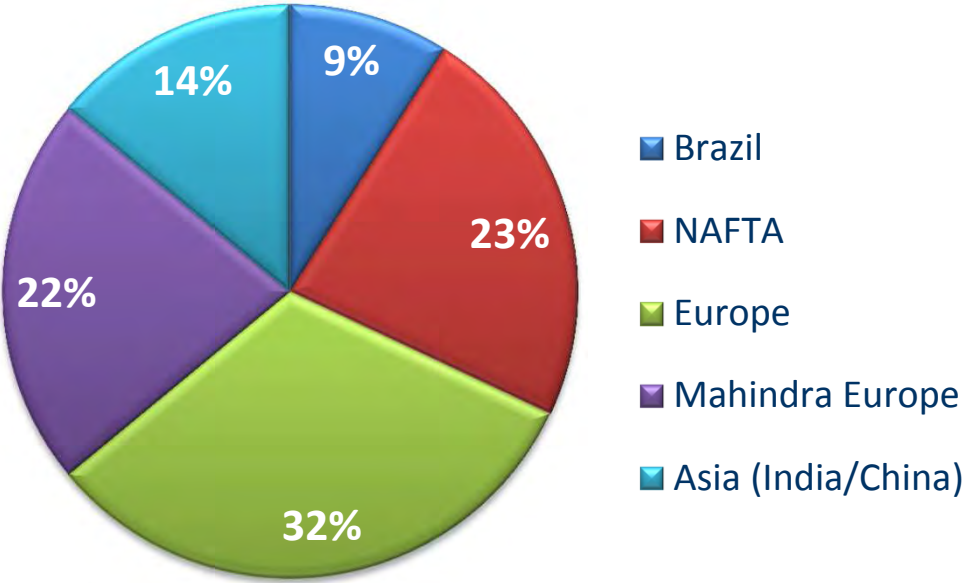
2015 AUTOMOTIVE QUARTERLY EVOLUTION

(€ Mio)	1Q 2015	2Q 2015	3Q 2015	4Q 2015
Turnover	548.2	556.2	491.5	510.6
EBITDA (*)	84.1	85.5	78.0	76.4
% EBITDA on Turnover	15.3%	15.4%	15.9%	15.0%
EBIT (*)	55.5	57.6	54.1	47.9
% EBIT on turnover	10.1%	10.4%	11.0%	9.4%

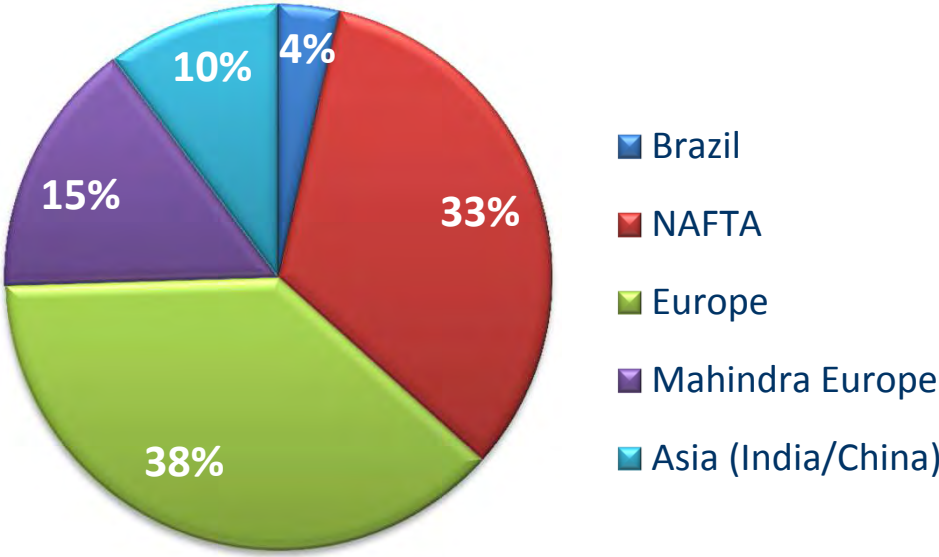
(*) EBITDA: Net Operating Income + Depreciation, EBIT: Net Operating Income

2015 AUTOMOTIVE GEOGRAPHICAL DISTRIBUTION

Turnover



EBITDA



EBITDA: Net Operating Income + Depreciation
Note: ACS China included in Europe segment

- Evolution towards market diversification
- Currently, NAFTA and Europe represent more than a half of Automotive' s segment Turnover and EBITDA

2015 AUTOMOTIVE PROFITABILITY BY REGION

	2014	2015	
Ex-Mahindra Europe	<i>EBITDA: 17.9%</i> <i>EBIT: 9.0%</i>	<i>EBITDA: 18.4%</i> <i>EBIT: 11.6%</i>	Seventh consecutive year in margins' improvement, starting from 8.1% EBITDA on turnover in 2009 to 18.4% reached in 2015
Mahindra Europe	<i>EBITDA: 12.3%</i> <i>EBIT: 7.7%</i>	<i>EBITDA: 10.4%</i> <i>EBIT: 6.1%</i>	Margins affected by restructuring effects in Germany (recurring margins of 12.3% and 8.0% respectively). The recurrent margin improvement continues by the evolution of Metalcastello
NAFTA	<i>EBITDA: 15.1%</i> <i>EBIT: 11.8%</i>	<i>EBITDA: 22.1%</i> <i>EBIT: 18.1%</i>	Margins on sales significantly higher than CIE Group average, continue growing
Brazil	<i>EBITDA: 10.6%</i> <i>EBIT: 6.0%</i>	<i>EBITDA: 6.4%</i> <i>EBIT: 0.7%</i>	Margins severely penalized by the market's bad situation and restructuring process conducted
Asia (India/China)	<i>EBITDA: 11.1%</i> <i>EBIT: 6.1%</i>	<i>EBITDA: 11.2%</i> <i>EBIT: 6.6%</i>	India: Waiting for new launches of our clients. Productive improvements in process, with a lower than expected rhythm. China: Facing the challenge of new projects industrialization

AUTOMOTIVE 2015 GROWTH

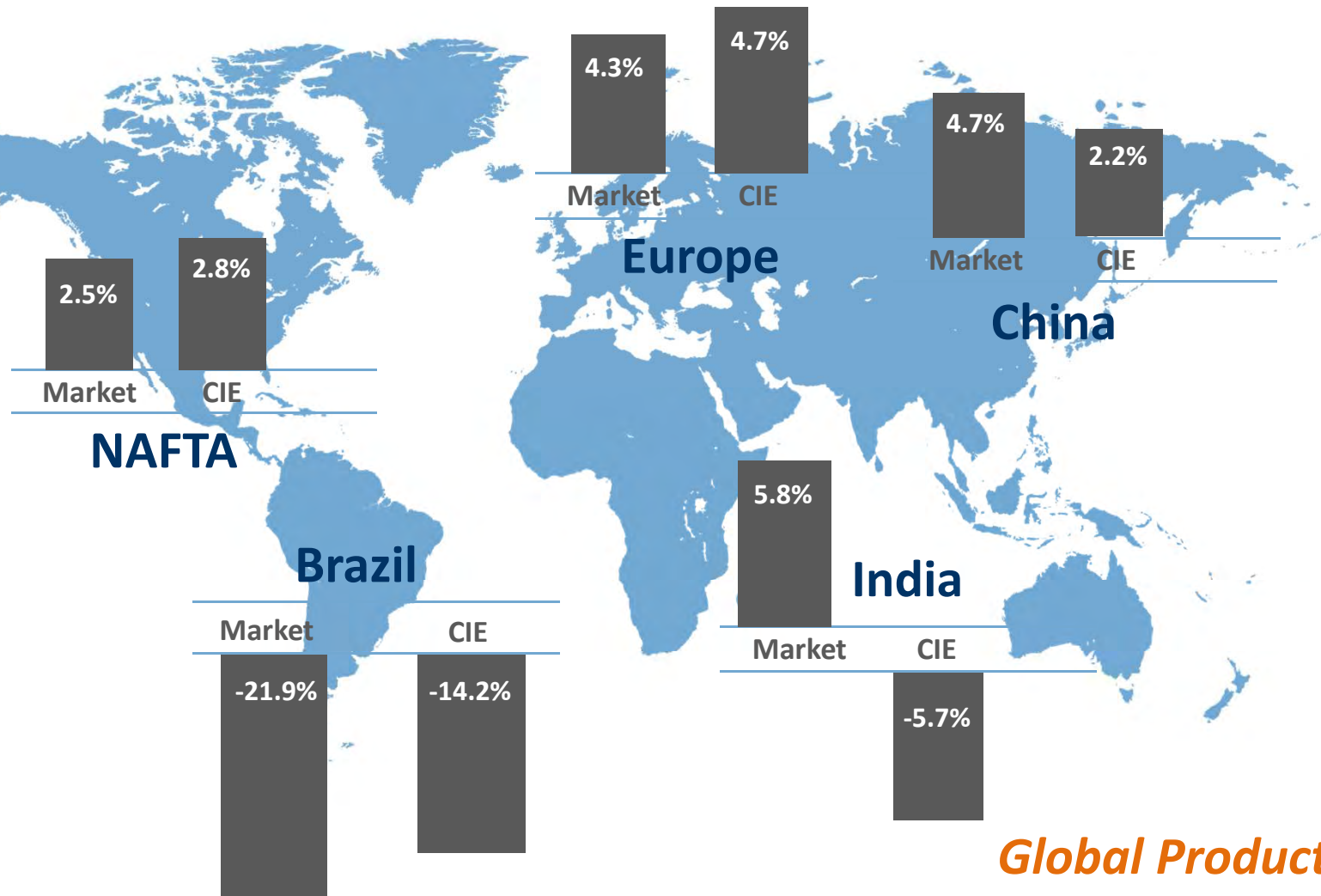
	Developed countries ⁽¹⁾	Emerging countries ⁽²⁾	TOTAL AUTOMOTIVE
Organic growth	4.0%	-5.0%	1.8%
Inorganic growth	3.1%	21.1%	7.2%
Growth on exchange rate	5.8%	-3.6%	3.8%
Annual growth	12.9%	12.5%	12.8%

(1) Europe and Nafta

(2) Asia and Brazil

GROWTH 2014-2015(%)

Market growth vs CIE organic growth (1)



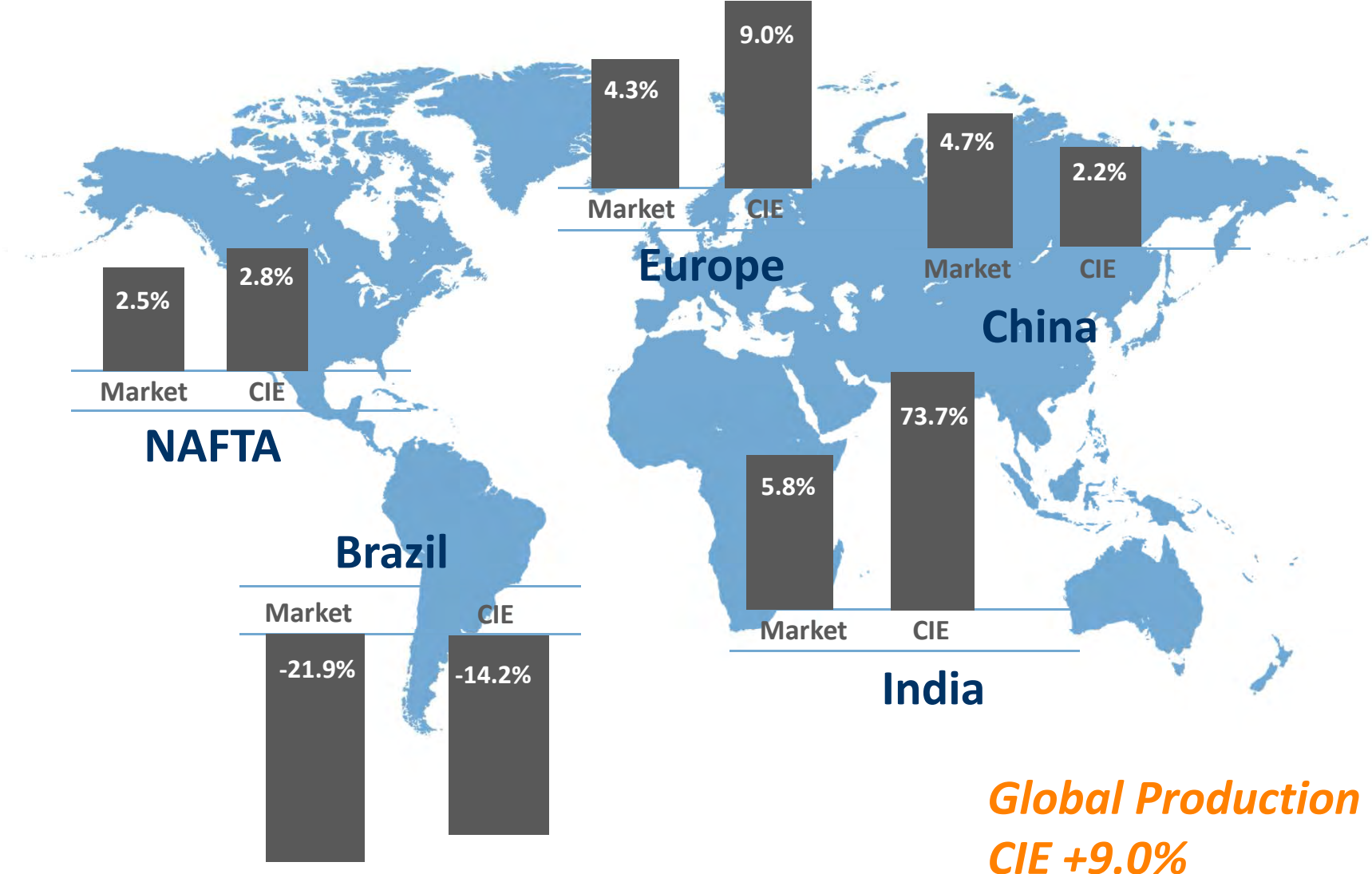
Source: Motor vehicle production IHS December 2015 (growth % in units)

(1) Organic increase in revenue including greenfields, considering same perimeter and exchange rates

Global Production +1.5%
CIE +1.8%

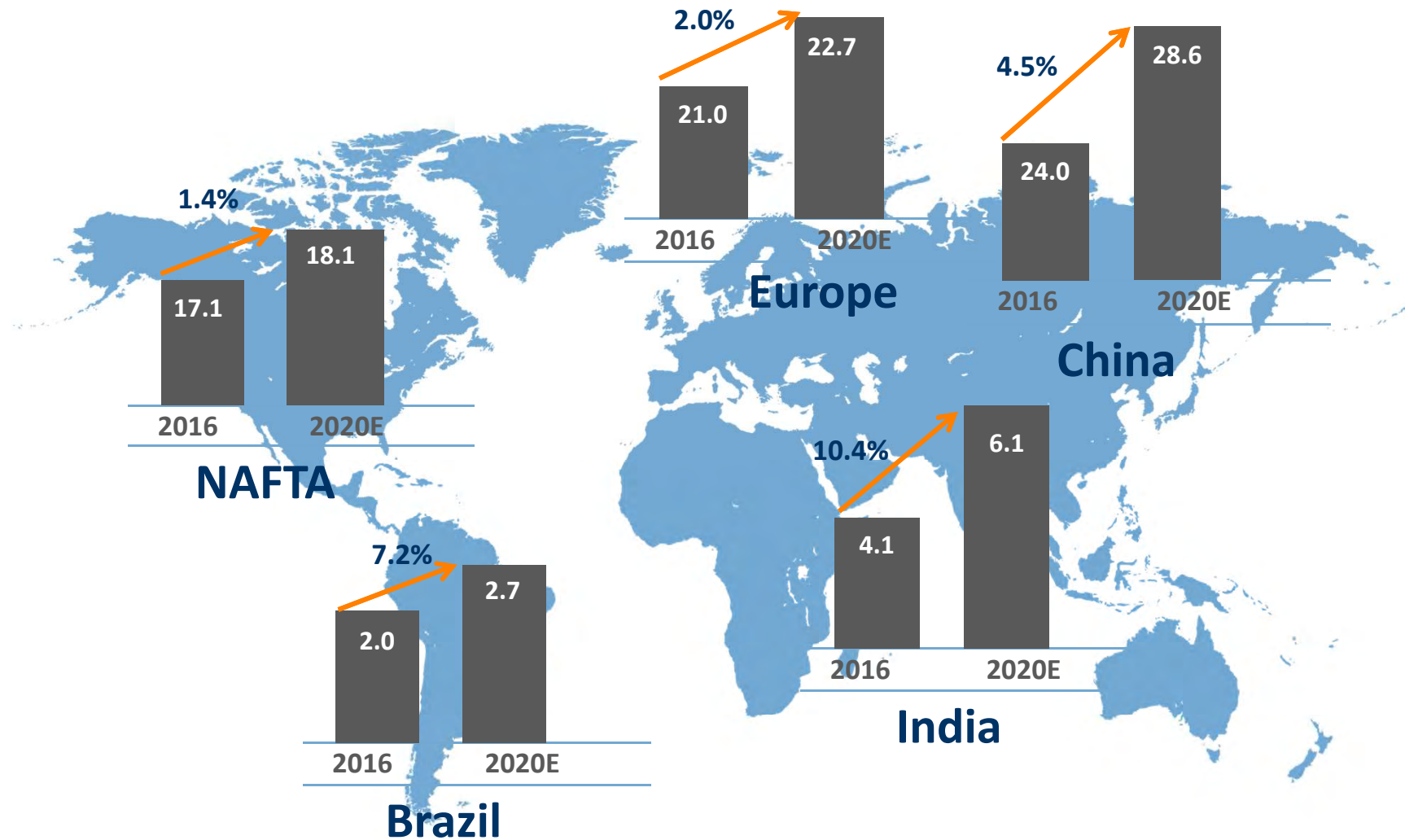
GROWTH 2014-2015(%)

Market growth vs CIE organic and perimeter growth (1)



Source: Motor vehicle production IHS December 2015 (growth % in units)
 (1) Organic increase in revenue including greenfields and perimeter growth, considering same exchange rates

MARKET EXPECTATIONS 2016-2020 (Mio Units)



Source: Motor vehicle production IHS December 2015 (growth % in units)
% Growth: CAGR (Compound Annual Growth Rate)

Global Production +3.0%

The background is a rich, dark blue space scene. It is densely populated with stars of various colors, including white, yellow, and blue. A prominent feature is a large, diffuse, glowing structure that resembles a nebula or a galaxy's core, with a gradient from light blue to white. The overall texture is grainy and detailed, typical of a high-resolution astronomical image.

03 Dominion

2015 RESULTS

(€ Mio)	2014	%	2015
Turnover	292.8	+79%	525.0
EBITDA (*)	22.3	+87%	41.6
% EBITDA on Turnover	7.6%		7.9%
EBIT (*)	11.6	+152%	29.2
% EBIT on Turnover	3.9%		5.6%

(*) EBITDA: Net Operating Income + Depreciation, EBIT: Net Operating Income

First complete year after the integration of new businesses acquired in 2014 (Beroa, Bilcan and Near) where Dominion has reached record Turnover, EBITDA and EBIT, improving also its profitability levels, in line with 2015 guidance and over the universe of comparables

4Q 2015 RESULTS

(€ Mio)	4Q 2014	4Q 2015
Turnover	117.2	151.5
EBITDA (*)	6.8	14.1
% EBITDA on Turnover	5.8%	9.3%
EBIT (*)	3.1	10.8
% EBIT on Turnover	2.7%	7.2%

(*) EBITDA: Net Operating Income + Depreciation, EBIT: Net Operating Income

Fourth quarter with excellent sales and profitability levels, supported by the business seasonality in Commercial Services segment, projects with big customers and Renewable Energies projects' launch

2015 QUARTERLY EVOLUTION

(€ Mio)	1Q 2015	2Q 2015	3Q 2015	4Q 2015
Turnover	114.3	119.8	139.4	151.5
EBITDA (*)	7.9	9.5	10.0	14.1
% EBITDA on Turnover	6.9%	7.9%	7.2%	9.3%
EBIT (*)	4.8	6.3	7.3	10.8
% EBIT on Turnover	4.2%	5.2%	5.2%	7.2%

(*) EBITDA: Net Operating Income + Depreciation, EBIT: Net Operating Income

PROFITABILITY BY BUSINESS UNIT

SOLUTIONS

Turnover: 200.3 € Mio

Contribution Margin(*): 18.2%

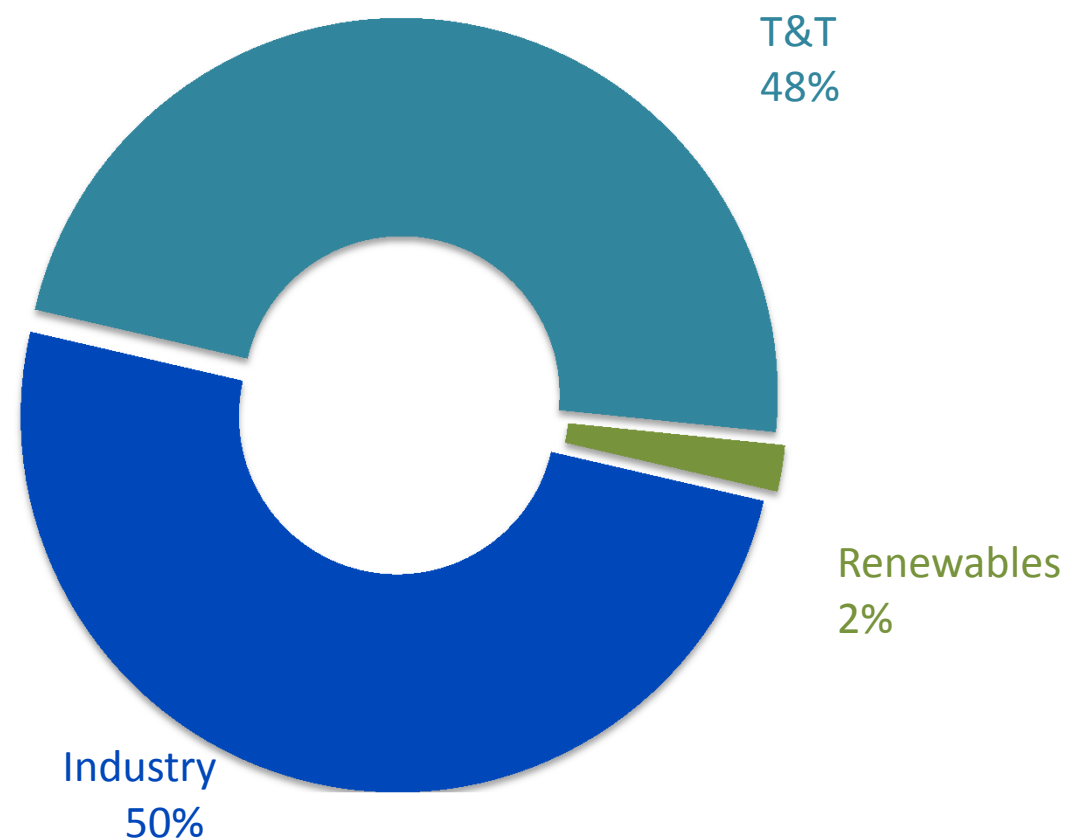
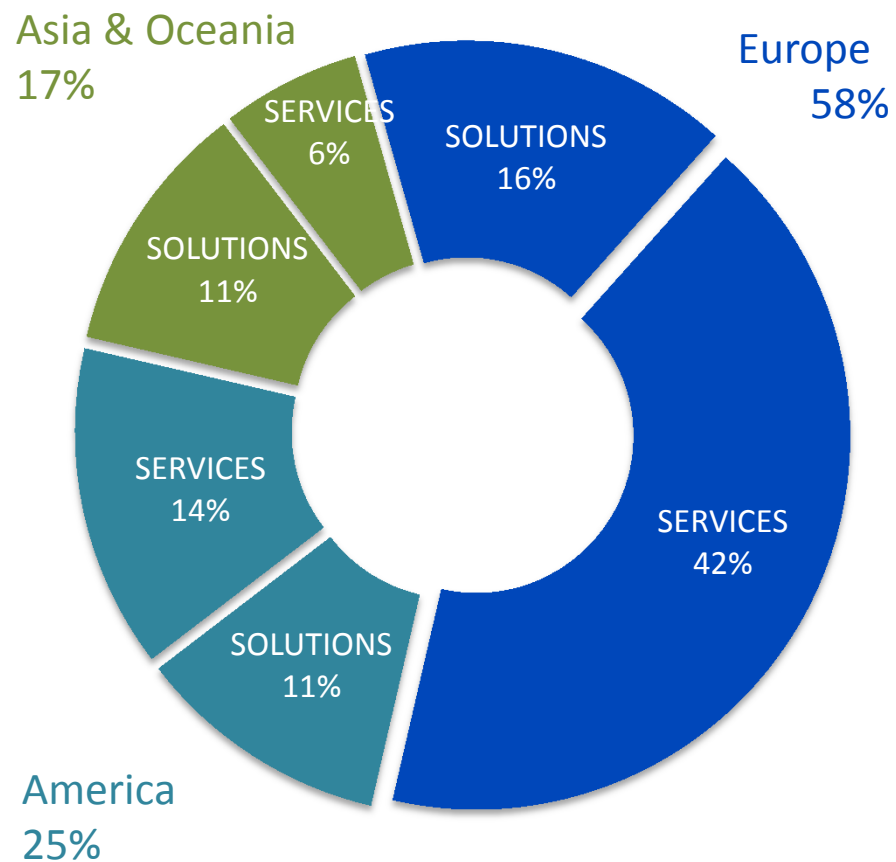
SERVICES

Turnover: 324.7 € Mio

Contribution Margin(*): 8.6%

(*): Contribution Margin: EBITDA before administrative and structural costs

2015 DOMINION GEOGRAPHICAL AND BUSINESS UNITS SALES DISTRIBUTION



2015 GROWTH

Solutions

Services

TOTAL

Organic growth

34.7%

-7.3%

7.3%

Inorganic growth

57.6%

78.9%

71.5%

Growth on exchange rate

4.5%

-1.6%

0.5%

Annual growth

96.9%

70.0%

79.3%

04

Balance Sheet



Date	Value 1	Value 2	Value 3
0			
1 Dec			
2 Dec			
3 Dec			
4 Dec		3%	
5 Dec		46.5	10%
6 Dec		49.5	48
7 Dec		52.8	
8 Dec		55.3	
9 Dec		57.5	
10 Dec		59.5	
11 Dec		61.5	
1 Dec		65.5	
15 Dec		67.5	
18 Dec		68.5	
21 Dec		70.5	
2 Dec		71.5	
27 Dec		72.5	
30 Dec		73.5	

31st DECEMBER BALANCE SHEET

<i>Million euros</i>	2014	2015
Fixed Assets	1,897.7	1,953.2
Net Working Capital	(154.1)	(248.8)
Total Net Assets	1,743.6	1,704.4
Equity	861.6	885.0
Net Financial Debt (*)	720.6	670.1
Others (Net)	161.4	149.3
Total Equity and Liabilities	1,743.6	1,704.4

(*) Net Financial Debt= Debt with banks and other financial institutions – Cash and equivalents

(1) RONA = “Return on Net Assets”: EBIT/ Net Assets (Fixed Assets + Net Working Capital – Goodwill not associated to cash outs)

NFD/EBITDA	2.48x	1.8x
NFD/ Equity	0.84x	0.76x
RONA ⁽¹⁾	11%	17%

DOMINION GROUP BALANCE SHEET

<i>Million euros</i>	2014⁽¹⁾	2015
Fixed Assets	260.0	265.3
Net Working Capital	(62.3)	(104.1)
Total Net Assets	197.7	161.2
Equity	99.1	101.8
Net Financial Debt (*)	32.0	23.2
Others (Net)	66.3	36.2
Total Equity and Liabilities	197.7	161.2

(*) Net Financial Debt= Debt with banks and other financial institutions – Cash and equivalents

(1) 2014 comparative figures included in Dominion's Group 2015 Consolidated Annual Accounts for comparative purposes considering accounting reflect of the assignment process of 2014 acquisitions undertaken

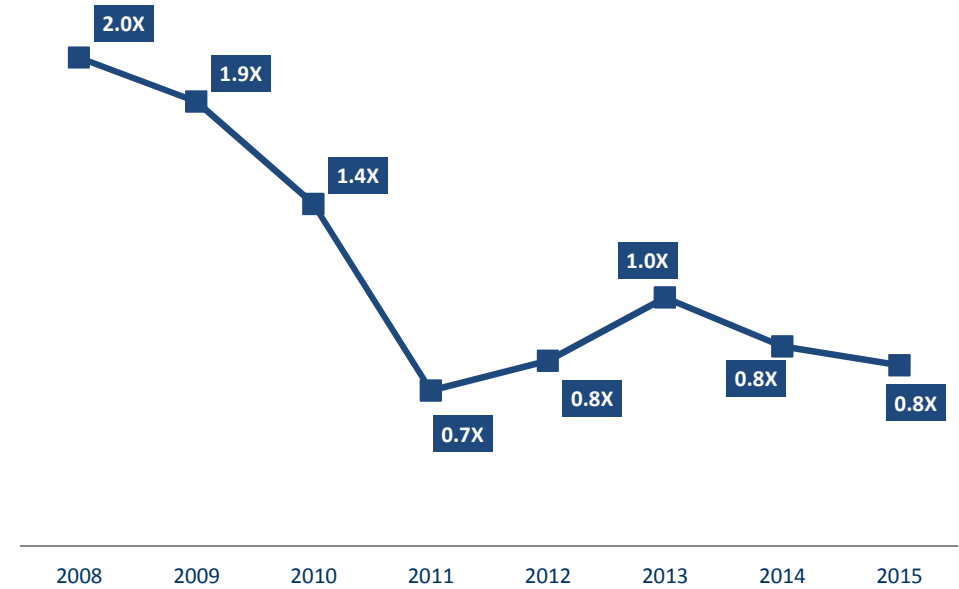
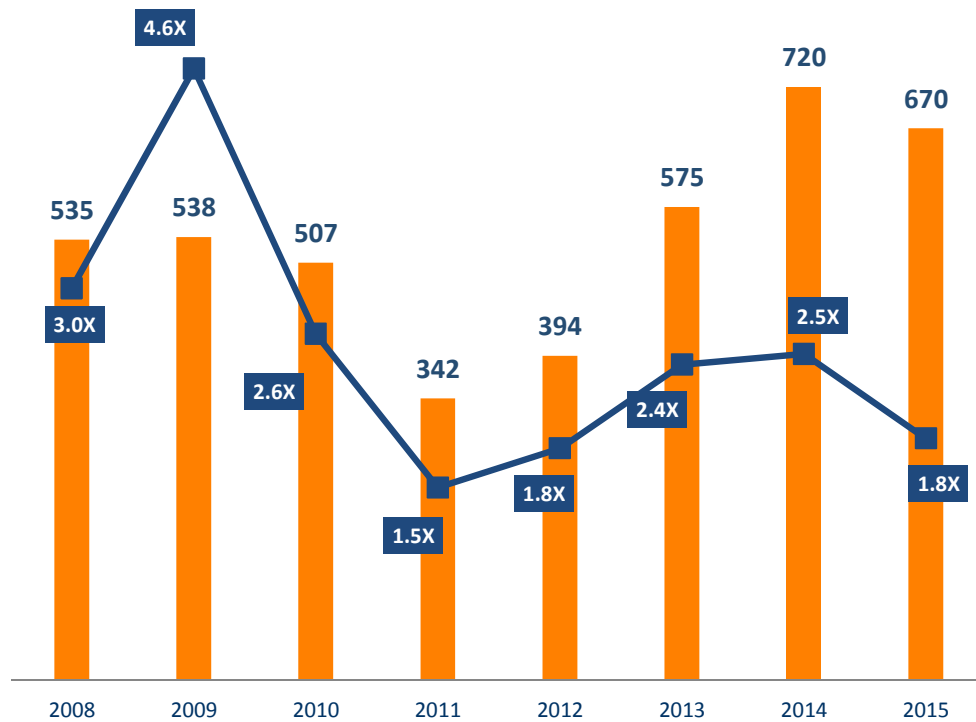
(2) RONA = "Return on Net Assets": EBIT/ Net Assets (Fixed Assets + Net Working Capital – Goodwill not associated to cash outs)

NFD/EBITDA	1.43x	0.56x
NFD/ Equity	0.32x	0.23x
RONA ⁽²⁾	6%	21%

NET FINANCIAL DEBT EVOLUTION

Net Financial Debt (€ Mio)
NFD/EBITDA

NFD/Equity



(*) NFD = Net Financial Debt= Debt with banks and other financial institutions – Cash and equivalents / EBITDA: Net Operating Income + Depreciation

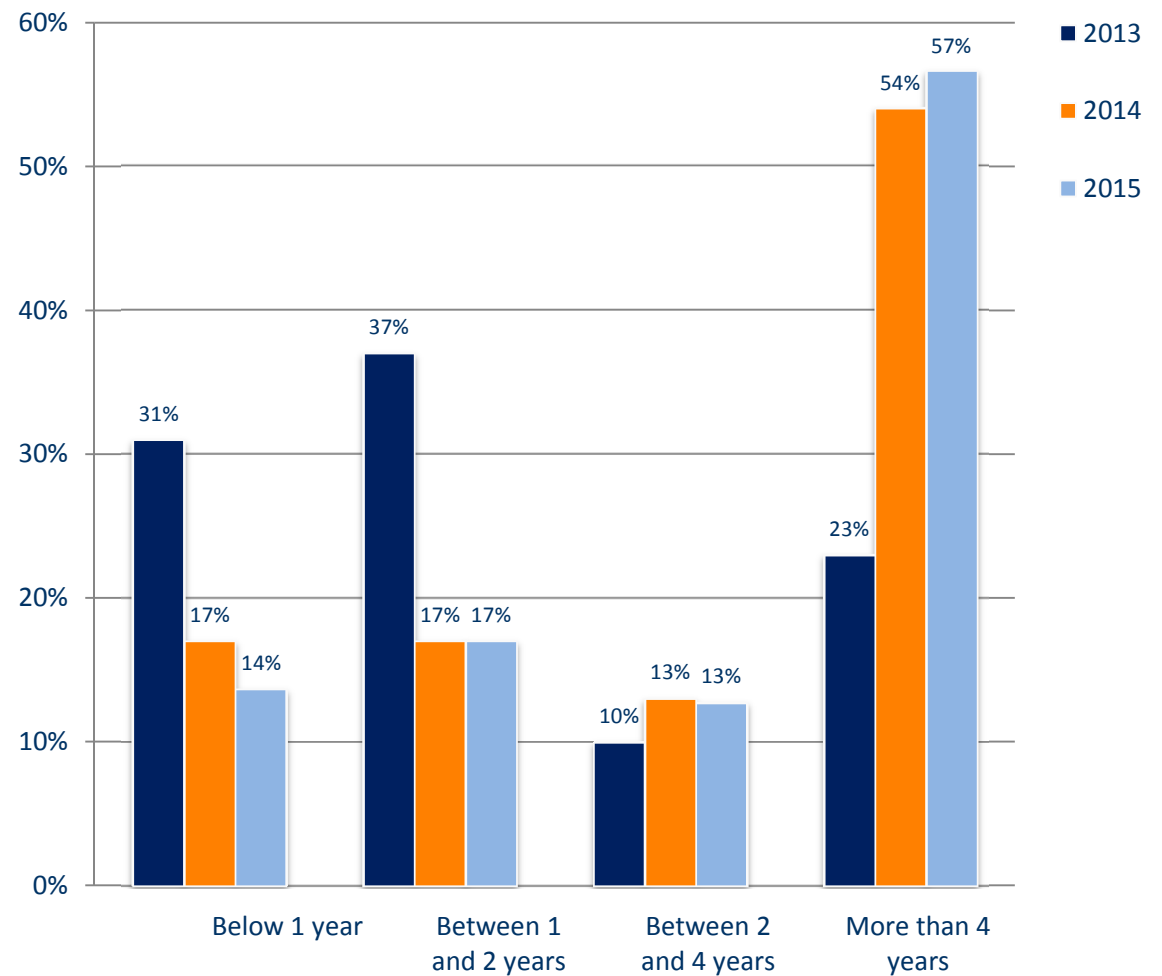
NET FINANCIAL DEBT STRUCTURE

	Amount	Maturity	Characteristics
Syndicated loan	≈ 450 € Mio	5 years bullet	<ul style="list-style-type: none"> - In euros - Rates related to NFD/EBITDA ratio - Partially swapped to fixed rate
European Investment Bank (BEI)	≈ 70 € Mio	7 years, with 2 years grace	<ul style="list-style-type: none"> - In Euros - Partially swapped to fixed rate
Bancomext	≈ 85 € Mio	7 years, with 2 years grace	<ul style="list-style-type: none"> - In Dollars - Partially swapped to fixed rate
Others	≈ 415 € Mio	Miscellaneous	<ul style="list-style-type: none"> - Debt composed of bilateral terms (mainly local), credit lines, working capital financing, etc.
	≈ 1,020 € Mio	Gross Financial Debt	
Cash and equivalents	≈ 350 € Mio		
	≈ 670 € Mio	Net Financial Debt (NFD)	

Without recourse factoring at 31.12.2015 amounts 178 € Mio

NET FINANCIAL DEBT MATURITY

- During 2015 **cost of debt has been improved** maintaining maturities
- Taking advantage of the favorable environment related to interest rates, **fixed interest rate debt volume has been increased** in long term structural debt
- Regarding **debt exposure to foreign currencies**, the Group is working to strike an **optimal balance minimizing risks**. Currently, 85% of the Group's debt is in Euros



INVESTMENT DISCIPLINE AND RETURN EXIGENCE

CAPEX DISCIPLINE

- Maintenance investment accounts 80% of total depreciation of the Group
- On the way of achieving the goal of reducing depreciation level from 5% to 4%

≈4% recurrent investment level that allows an organic growth of 2-3%

THE RONA CHALLENGE

- Continuous improvement towards the challenge of reaching 20% RONA
- Investment analysis discipline, always requiring high returns

Capex \geq 20% ROI
Net Working Capital \approx 0
M&A: EV/EBITDA \leq 3 in 3 years

EBITDA CONVERSION INTO CASH

- Operating Cash Flow reaching 50% of EBITDA, enabling the Group to ensure investment commitments

≈50% conversion level target



*Strategic
Commitments
So what is next?*

05

2017 STRATEGIC COMMITMENT

*In 2015 we have **anticipated main 2017 strategic targets**, including:*

- *> 9% EBIT margin,*
- *> Doubling 2013 Net Profit.*

Besides we have accomplished:

- *Back to NFD/EBITDA confort zone <2x*
- *RONA > 17%*
- *Increasing 2013 Equity by 320 € Mio (\approx 60%)*
- *Doubling the company's market capitalisation*

2020 STRATEGIC COMMITMENT

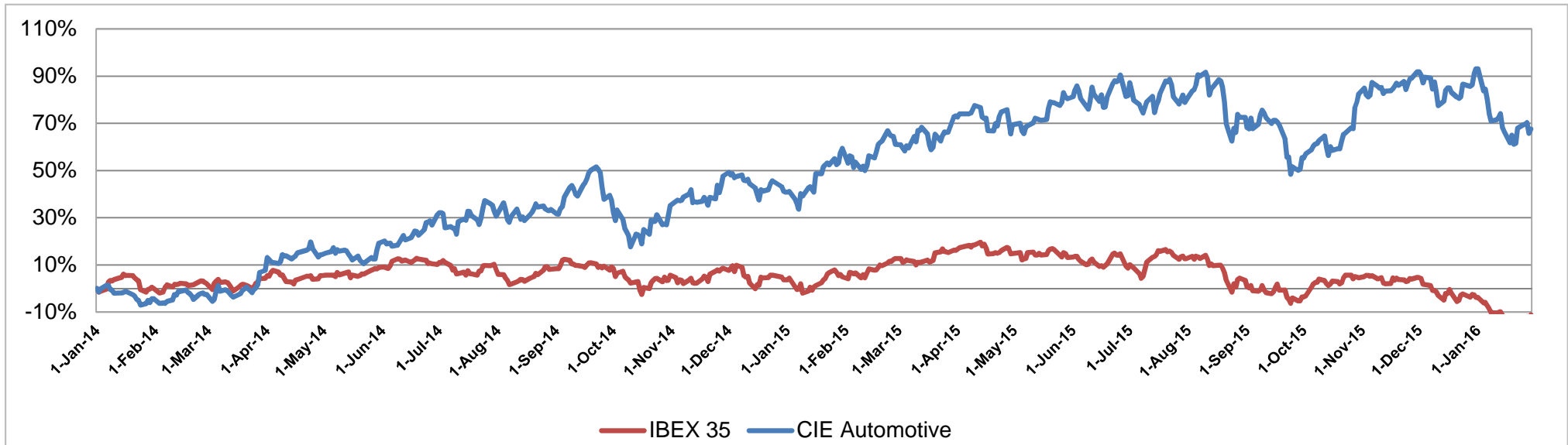
Back again
Doubling Net Profit

06 *CIE in Stock Exchange*

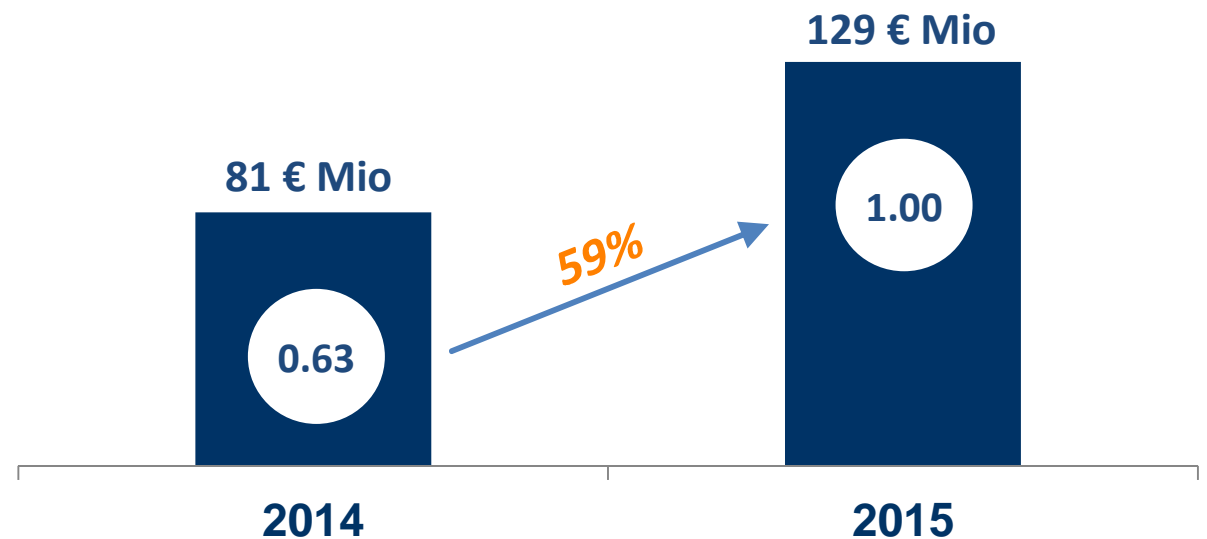


CIE IN STOCK EXCHANGE

*CIE share price
Performance vs Ibex 35*



*Net Income (€ Mio) and
Net Income per share (€)*



CIE IN STOCK EXCHANGE



	2016 Until 22/02	2015	2014	2013
Market Cap (€ Mio)	1,739	1,993	1,453	951
Number of shares (Mio)	129	129	129	119
Last price of period (euros)	13.48	15.45	11.27	8.00
Maximum price of period (euros)	15.27	15.46	12.29	8.35
Minimum price of period (euros)	11.99	10.65	7.21	5.00
Volume (thousand shares)	7,547	60,619	62,970	44,953
Effective (€ Mio)	100	814	600	277

Source: Madrid Stock Exchange



Thank you