### 1. WHO WE ARE

**CIE AUTOMOTIVE**

*is an industrial group specialised in managing high value-added processes*

- Focused on **Automotive sector**
- **Global full service supplier** for components and sub-assemblies
- Listed on Madrid and Mumbai **Stock exchange markets**
- Professional high level management team with full commitment on **Corporate governance**
1. WHO WE ARE

1. **Investment Discipline and Return Exigence**

2. **Decentralized Management for Value Generation**

3. **ESG Integrated in Our Business Model**

4. **Multi-Technological Portfolio, a Flexibility Instrument**

5. **Commercial Diversification, Non Usual Commercial Tool**

6. **A Necessary Geographical Balance, Multi-Technological Portfolio, a Flexibility Instrument**

- ESG
- Integrated in our business model
- Multi-technological portfolio, a flexibility instrument
- Decentralized management for value generation
- Investment discipline and return exigence
21% FORGING
3% CASTING
10% ALUMINIUM
11% PLASTICS
16% ROOF SYSTEMS
18% MACHINING
21% METAL STAMPING AND TUBE FORMING

TOTAL
3,461.1 million euros

SALES BY TECHNOLOGIES 2019
GLOBAL FOOTPRINT WITH ESTABLISHED LOCAL PRESENCE

NORTH AMERICA
USA
★ R&D
Plastic
Machining
Roof Systems
MEXICO
★ R&D
Aluminium
Forging
Stamping & Tube forming
Machining
Plastic
Roof Systems

SOUTH AMERICA
BRAZIL
★ R&D
Forging
Stamping & Tube forming
Aluminium
Machining
Plastic
Casting

CENTRAL EAST EUROPE
CZECH REP
Stamping & Tube forming
Machining
Plastic
Cold Forging
LITHUANIA
Forging
ROMANIA
Aluminium
Roof Systems
SLOVAKIA
★ R&D
Machining
Roof Systems

WEST EUROPE
SPAIN
Headquarters
★ R&D
Aluminium
Forging
Stamping & Tube forming
Machining
Plastic
Roof Systems
ITALY
Machining
GERMANY
★ R&D
Forging
Roof Systems
PORTUGAL
★ R&D
Plastic

AFRICA
MOROCCO
Plastic

ASIA & OCEANIA
CHINA
★ R&D
Forging
Stamping & Tube forming
Machining
INDIA
★ R&D
Aluminium
Forging
Stamping & Tube forming
Machining
Casting
Composites
4. ENGINEERING CAPABILITIES

ENGINEERING OPTIMIZATION

FROM DESIGN TO PRODUCTION

DESIGN
SYSTEM ANALYSIS
PRODUCT SIMULATION
PROCESS SIMULATION
PRODUCT VALIDATION

CONCEPT
KINEMATIC
DYNAMIC
CASTING
CRASH

PRODUCT
MECHANISM
STATIC
PLASTIC
FATIGUE

PROCESS
1D SYSTEM
FATIGUE
FORGING
IMPACT

SYSTEMS
COOLING
CFD
STAMPING
CLIMATIC
5. PRODUCTS

- CRANKSHAFT CAPS: MACHINING
- CRANKSHAFTS: FORGING
- DIESEL COMMON RAIL: FORGING MACHINING
- GASOLINE COMMON RAIL: TUBE FORMING
- CAMSHAFT COVER: ALUMINIUM
- CAMSHAFT BEARINGS: ALUMINIUM
- E-MOTOR SHAFT: MACHINING
- ENGINE TUBES: TUBE FORMING
- CAMSHAFT BEARINGS HOUSING: ALUMINIUM
- AIR TANKS: PLASTIC
- CVT PISTONS: STAMPING
- CVT HOUSING: ALUMINIUM
- GEARBOX HOUSING: ALUMINIUM
- POWER ELECTRONIC COVER: xEV Electronics
- xEV Gearbox: METAL FORMING
- E-MOTOR SHAFT: MACHINING
- TURBO HOUSING: CASTING
- CRANKSHAFT: CASTING
- PISTONS: ALUMINIUM
- VALVE GUIDES: MACHINING
- BRACKET: METAL
- POWERTRAIN & GEARBOX
- LADDER FRAME: ALUMINIUM
- WINDING HUB: METAL STAMPING
- TUBE FORMING
5. PRODUCTS

TRANSMISSION & BRAKES

- BRAKE BOOSTER METAL FORMING
- MOTOR HOUSING STAMPING
- OIL PAN STAMPING
- PLANETARY CARRIER MACHINING
- DIFFERENTIAL COMPONENTS STAMPING
- DOUBLE CLUTCH COMPONENTS STAMPING
- AXLE SHAFT FORGING
- CV- JOINTS FORGING
- I-BOOSTER METAL FORMING
- DIFFERENTIAL COMPONENTS FORGING MACHINING
- FLANGES FORGING MACHINING
- PINS FOR DIFFERENTIAL CASE MACHINING
- DIFFERENTIAL HOUSING CASTING
- DIFFERENTIAL CASE MACHINING & ASSEMBLIES
- AXLE SHAFT FORGING / MACHINING
- BRAKE BOOSTER METAL FORMING
CHASSIS & STEERING & STRUCTURAL PARTS

- STRUCTURAL PARTS
- EPS MAIN HOUSING (ALUMINIUM)
- STEERING NUT (MACHINING)
- AIRBAG FRAME (METAL FORMING)
- REAR AXLE (METAL FORMING)
- CONTROL ARM (STAMPING)
- AXLE ARM (STRUCTURAL PARTS)
- BATTERY BOX (xEV, PLASTIC - COMPOSITE)
- BATTERY BOX (xEV)
- SPINDLES (FORGING & MACHINING)
- STEERING COLUMN TUBE (TUBE FORMING)
- STEERING COLUMN (STAMPING)
- STRUCTURAL PARTS
- HUBS, OUTER RINGS (FORGING & MACHINING)
- EPS COMPONENTS (MACHINING)
- BATTERY BOX (xEV)
- BATTERY BOX (xEV)
5. PRODUCTS

INTERIOR & EXTERIOR TRIM

- Arm Rest, Cup Holder, Pilars, Grab Handles, Speaker Grills...
  - Plastic
- Storage Compartment
  - Plastic
- Central Console
  - Plastic
- In Mould Decoration
  - Plastic
- Load Floor
  - Composite Spray Molding
- Rear Window
  - Package Tray
  - Plastic Compression Molding
- Glove Compartment
  - Plastic
- Crossbeams
  - Tube Forming
- Door Handles...
  - Plastic
- Wheel Covers, Rear-View Mirrors
- Seat Parts
  - Stamping
- Seat Parts
  - Stamping
- Connectors & Junction Boxes
  - Electronics
- Air Rest, Cup Holder, Pilars, Grab Handles, Speaker Grills...
  - Plastic
- Load Floor
  - Composite Spray Molding & Thermoforming
- Front Covers
  - Plastic
- Load Floor
  - Composite Spray Molding & Thermoforming
- In Mould Decoration
  - Plastic
- Seat Parts
  - Stamping
- Seat Parts
  - Stamping
- Connectors & Junction Boxes
  - Electronics

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5. PRODUCTS

COMMERCIAL VEHICLES

- BRAKE DRUM
  - IRON CASTING

- AXLE BEAM
  - FORGING
  - MACHINING

- REAR AXLE ASSEMBLY
  - FORGING

- AXLE SPINDLE
  - FORGING
  - MACHINING

- BRAKE CAMSHAFTS
  - FORGING

- SECTOR SHAFT
  - FORGING
  - MACHINING

- DIFFERENTIAL HOUSING
  - IRON CASTING

- FRONT LID
  - COMPOSITES

- PISTON
  - FORGING
  - WELDING
  - MACHINING

- LEVER
  - FORGING

- AIR SUSPENSION BRACKET
  - FORGING
  - MACHINING

- STABILIZER BAR
  - FORGING

- AXLE SHAFT
  - FORGING
5. PRODUCTS

ROOF SYSTEMS

- MANUAL ROOF SUNSHADE
- PANORAMA WINDSCREEN SUNSHADE
- LATERAL & REAR SUNSHADES
- BOTTOM LOADED INNER SLIDING 2 PANELS
- TOP LOADED OUTER SLIDING 1 PANEL
- TOP LOADED FIXED MODULE
- TOP LOADED OUTER SLIDING 1 PANEL
- TOP LOADED SPOILER 2 PANELS
- ELECTRICAL FLUSH WINDOW
- ELECTRICAL ROOF SUNSHADE
- TOP LOADED FIXED MODULE
- TOP LOADED OUTER SLIDING 1 PANEL
- TOP LOADED SPOILER 2 PANELS
- LUGGAGE-COVER
- BOTTOM LOADED FIXED MODULE
- BOTTOM LOADED OUTER SLIDING 1 PANEL
- BOTTOM LOADED INNER SLIDING 1 PANEL
- FLUSH DOOR PANEL
- BOTTOM LOADED OUTER SLIDING 2 PANELS
- BOTTOM LOADED OUTER SLIDING 2 PANELS
- FLUSH BACKLITE
- FLUSH SLIDING DOOR PANE

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6. AUTOMOTIVE SALES BY CUSTOMER

SALES BY CUSTOMER 2019

TOTAL 3,461.1 million euros

5% FORD
4% GM** MAGNA MAHINDRA
3% PSA NISSAN ZF
2% CATERPILLAR DAIMLER TRUCKS FIAT TESLA NEXTEER
1% ROBERT BOSCH JTEKT NSK FAURECIA SCHAEFFLER CONTINENTAL LEAR AAM BMW FAW JAGUAR LAND ROVER AUDI MAN HONDA GKN AUTOMOTIVE NTN

6% DAIMLER CARS* VOLKSWAGEN
7% CHRYSLER RENAULT

OTHERS: THYSSEN KRUPP, DAF, BROSE, SCANIA, OPEL, MARUTI-SUZUKI, TATA, HYUNDAI-KIA, K.S KOLBENSCHMIDT, TRW, GAAG AUTOMOBILE, MAGNETI MARELLI, VOLVO CARS, SAIC, AP-KAYABA, VIESTEON CORPORATION, PLASTIC DIMNIIUM-PO, VOLVO TRUCKS, SEAT, RHEINMETALL Automotive, GRUPO ANTOLIN IARUSA, CHIANGAN, SKODA, TOYOTA, DPCA, JAPANESE, BORGWARNER, DELPHI DIESEL, DANAI...

*Includes 3% of BBAC (BAIC-DAIMLER JV) sales.
**Includes 1% of SGM (SAIC-GM JV) sales.
7. SALES BY GEOGRAPHICAL AREA

SALES BY GEOGRAPHY 2019

TOTAL
3,461.1 million euros

42.2% EUROPE
26.5% NORTH AMERICA
21.9% ASIA
9.4% BRAZIL
CIE AUTOMOTIVE HAS GROWN AT A 12% CAGR OVER THE 2002-2019 PERIOD

Automotive Business comparable following 2018 accounting perimeter.
MANAGING HIGH VALUE ADDED PROCESSES