

2016

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| 2nd semester

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This acquisition will provide significant diversification in the business portfolio of MCIE

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**CIE Automotive**

Managing high value added processes

[www.cieautomotive.com](http://www.cieautomotive.com)

# New year, new challenges

Dear Colleagues,

New year is always a significant time, a high point in the road that invites us to take a look back at where we've been and get ready to face the next stage in our journey.

The company has spent yet another year growing sustainably and profitably. The results we've attained during the year have been solid, with considerable improvements in turnover, EBITDA and net profits in comparison with the previous financial year.

Takeovers of leading concerns like Amaya Tellería and Bill Forge, as well as the development of new greenfield sites, have cemented our position on the global market and strengthened us as top-class players in all technologies and business areas.

And this good work by our company has been recognised from different sides. For example, with regard to quality of reporting, our 2015 annual report reached 17th place in the Reporta report - a survey that assesses annual reports by quoted Spanish companies - easily beating the average rating of Ibex 35-listed companies, and is one of the reports that have most improved

and risen most places. These results show that we have achieved the objective we set ourselves two years ago, and this has been possible thanks to the hard work of all those involved in our reporting system. Our congratulations to all of them.

With a view to the new year and the path that lies before us, we will be focusing our energies on fulfilling the ambitious 2016-2020 Strategic Plan to be presented in May, fresh from achieving the objectives of the last strategic plan early. Moreover, we will carry on moving forward in our commitment to Corporate Social Responsibility (CSR) by taking new steps such as starting up the global survey in the area of social action that will enable us to assess and focus our investments in this area efficiently.

A year ago, we predicted that 2016 would be a big year, and twelve months later we stand by this. But 2016 is now a milestone along the road, one we have now passed - and we have many more in front of us. We are sure that 2017 will be at least as exciting.

Thanks to everybody for helping CIE Automotive to progress.

**Antón Pradera**

**Jesús María Herrera**



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CIE Automotive in the world



# CIE Automotive acquires Bill Forge in India

MCIE's - CIE Automotive's Indian Arm,- Board of Directors resolved to acquire 100% of equity shares of Bill Forge (BFPL) for INR 13,312mn.

Founded in 1982, BFPL is a market-leading precision forging company based in Bangalore, India with 6 manufacturing facilities in India across Bangalore, Coimbatore and Haridwar and an upcoming plant in Celaya, Mexico. Kedaara Capital invested in BFPL in 2015 to support the growth of the company. BFPL is a crucial supplier to a number of domestic and global two-wheeler and passenger car OEMs and Tier 1 auto component companies. It manufactures a variety of cold, warm, hot forged and machined components primarily for steering, transmission and wheel-related assemblies.

This acquisition increases MCIE's operations in the high growth Asian markets and reinforces CIE group's / MCIE's position as a leading global forgings player. BFPL's complementary product and customer mix contribute to a significant diversification in the business portfolio of MCIE India.

According to Jesús María Herrera, CEO of CIE Automotive, "We welcome BFPL and Anil Haridass and team to the CIE family. We are impressed with the high growth and profitable business built by them. We believe that their integration with MCIE, will provide further opportunities for growth for both MCIE and BFPL."

Hemant Luthra, chairman of MCIE, says "BFPL has a unique business combining complex products and brings many new customers to MCIE's current portfolio. The global alliance between CIE and M&M created excellent value for all stakeholders. This partnership bears the same hallmark of a mutual faith in each other and a common ambition based on excellent team chemistry. It reinforces CIE's commitment to India and the region and is a big step forward in creating both

a global leader in forgings and a leader among Asian auto components firms."

Anil Haridass, Managing Director, BFPL says "We see a strong cultural and value fit between the CIE group and our company. We believe that the combination with MCIE will be beneficial for all stakeholders – customers, suppliers and employees".

Manish Kejriwal and Sunish Sharma, of Kedaara Capital Advisors LLP, noted "The combination of BFPL with MCIE reaffirms the attractive opportunity that exists in the Indian auto component sector. We have enthusiastically supported the dramatic growth story at BFPL, and are now very happy to partner and invest with the CIE team."

Further MCIE Board resolved to issue 54.49 mn shares to CIE Automotive SA ("CIE") and BFPL shareholders, including the Haridass Family and Kedaara Capital at INR 200/share.



# ANDER ARENAZA

MCIE CEO



## How has MCIE developed from its foundation in late 2013 up to now?

The creation of MCIE in 2013 was in line with CIE's strategy of diversification and more specifically with its expansion in the Asia-Pacific region.

MCIE was born out of the merger between the components division of Mahindra&Mahindra (with plants in India, Germany, Italy and the United Kingdom), and CIE's European forging plants, and is intended as the CIE group's vehicle for forging operations at global level and for its expansion in Asia.

Over the last three years cultures have been merged, teams aligned and business consolidated, a highlight being the generation of cashflow and the reduction in debt achieved.

## What stage in the project is MCIE currently at? What is the context of your appointment as CEO?

After this first consolidation phase, we are ready to undertake a second phase at MCIE, concentrating on growth and improvements in operating ratios.

The new organisation I am to lead will be responding to this new focus on developing and optimising businesses by organising them and fitting them even more into the CIE management culture.

## What is the current market situation in India? What are MCIE's short-term goals there?

The Indian market is in an excellent position with double-digit growth forecasts for the next few years.

Measures taken in November by the Indian government to combat tax fraud (withdrawing 500 and 1,000-rupee notes) will cause a temporary fall in the market in the coming months, but it is expected that once the initial impact has been overcome, the market will rally even more strongly.

MCIE is committed to developing its business in a highly competitive country like India. An example of this commitment is our takeover last month of Bill Forge, a forging and machining company based primarily in Bangalore and with really exciting plans for expansion.

## How is restructuring in Europe progressing? What can we expect in the next few quarters?

The process of restructuring the German forging plants purchased from Mahindra, in particular the closure of the Jeco plant, has been more complicated than expected, leading to an unwanted impact on our customers. The operational issues are now on the way to being solved and we expect a gradual improvement in the coming quarters.

## What are MCIE's medium and long-term goals?

Within the framework of the CIE group's 2016-2020 Strategic Plan, MCIE's main goals are, in this second phase, to drive growth, both organic and inorganic, and to improve profitability by bringing profit margins in line with those of the other areas of CIE Automotive.

## What must MCIE come to mean within the CIE Automotive group?

MCIE represents CIE's commitment to the fastest-growing global automotive market in the coming years and will form one of the central planks of CIE's strategic development.

**Mahindra CIE**





# A successful year on the market

Regarding the activities of the Investor Relations Department, in the second half of 2016 we have attended three important conferences in different fields:

- In September we attended the BPI Iberian Conference in Oporto for the first time, meeting 25 European and American investors there.
- Also in September we again attended the BBVA Iberian Day in London, where we had 10 one-on-ones with investors mainly from the United Kingdom.
- Finally, November saw the first Ahorro Corporación Iberian Mid Cap Conference in Bilbao, where we met 14 mainly Spanish investors. This conference was also attended by Dominion, represented on this occasion by Mikel Barandiarán and Germán Pradera.

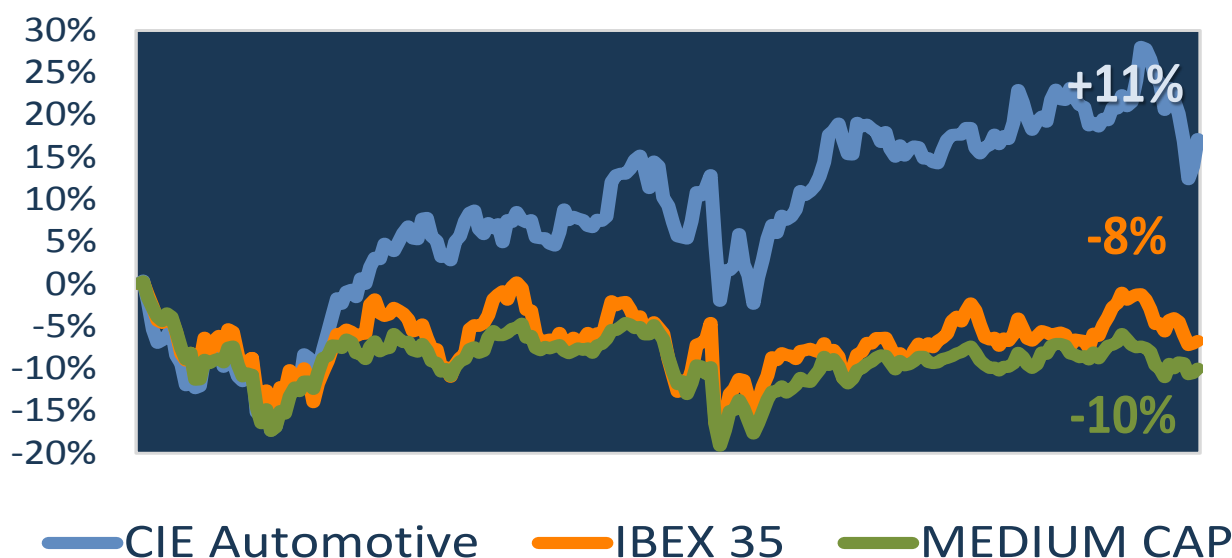
Our other activities in the last six months have focused on two areas: roadshows to present our 2016-2020 Strategic Plan (Geneva, Zurich, London, Edinburgh) and roadshows to present the latest on the MCIE project (Mumbai, Chennai, Hong Kong,

Singapore).

In general, 2016 has been a very busy year: we have attended 8 conferences, run 10 roadshows, had nearly 400 meetings with investors and visited 15 international events. These numbers once again confirm our increasing efforts to sell our project.

We believe these efforts also have their reward in the performance of our shares. On 9th June 2016, CIE left the Ibex Small Cap to become part of the Ibex Medium Cap, a major step towards our goal of reaching the Ibex 35. Moreover, in a complicated, highly volatile year in a context of falling markets (in November 2016 the Ibex 35 has dropped by -8% and the Ibex Medium Cap -10%), CIE has grown by +11%, passing the 17 euro mark.

## Performance of shares in 2016



Figures to November 2016

# INDUSTRY 4.0, EXHAUSTIVE KNOWLEDGE OF PROCESSES

A few months ago we were able to read the PWC report on its Industry 4.0 survey, which set out to assess the implementation of digital technology in manufacturing processes and its contribution to increasing businesses' competitiveness by achieving better results for, among other things, quality, capacity, productivity, efficiency, flexibility and agility.

The report was drawn up on the basis of analysis of over 2,000 interviews with managers of industrial concerns in 26 countries - 45 of them in Spain - and one of its main conclusions is these managers' view of the positive results of implementation of digital technology in cutting costs and enhancing efficiency.

However, when the position of Spanish companies is compared to the global situation in 26 countries, the country is below average:

- The overall average level of advanced digitalisation in industrial companies globally in 2016 is around 33%, while in Spain only 8% feel they are at the same level of digitalisation.
- By 2020 global growth will be between 33% and 72%. Growth in Spain will be between 8% and 19%.

According to the Spanish managers interviewed, the lack of a digital culture, the absence of a vision of digital operations and ignorance of the return on investment in digital technology in terms of the value of business are the main reasons for this lag in the digital transformation of industry.

And what is the position of CIE Automotive with regard to Industry 4.0? Our road map sets out from:

- A general analysis of challenges and opportunities and the impact on product, process and business of Industry 4.0.
- Analysis of the innovations to be made in product design, production planning and engineering, product manufacture and supply chain logistics.

- Analysis of possible facilitating technologies to be taken into account, including sensoric and embedded systems, virtual and augmented reality, collaborative, flexible robotics and Big Data and its analysis, additive manufacturing and so on.

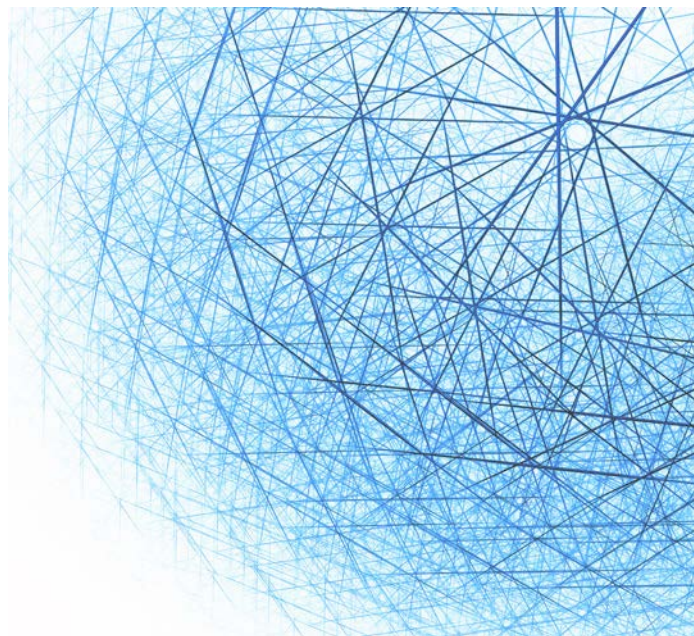
We are moving from pure strategic analysis to implementation on production lines in pilot projects at different production plants in order to gain thorough knowledge of the technology, test the capacities of our suppliers and prove them before internationalising them to similar lines in other countries.

Our commitment to Industry 4.0 also involves the development by Dominion of a modular solution, "PRO INDUSTRY 4.0", to give an end-to-end view of the process and on this basis develop advanced digital data processing techniques aimed at detecting and implementing process improvements.

PRO INDUSTRY 4.0 allows the gradual roll-out of the different modules used by each of the departments in the plant - quality, production, maintenance, logistics and so on - as well as creating individualised and departmental control panels.

As you can see, here at CIE Automotive we have taken up the challenge and will start seeing results in the next few months, in our determination to be among the companies with the most advanced level of digitalisation, well on the way towards more flexible, smart production.

**Jose Esmoris**  
R+D+i Director



# CIE Automotive climbs 25 places in the Reporta 2016 report, up to the 17th position

The firm earned a rating of 74.1 - an improvement of 12 points – in the seventh edition of this survey published by Deva

This year saw CIE Automotive gain its best score in the seven editions of the Reporta report. With 74.1 points, the company's annual report went up to the 17th position in the ranking, thanks to its ongoing efforts to present its stakeholders with a quality document. This effort to improve enabled the company to climb 25 places - the third-largest climb - with a 12.2-point improvement. Among companies not belonging to the Ibex-35, it is in second place. It came fifth in the raw materials, industry and construction sector.

The improvements noted in the last annual report were primarily in the area of transparency, specifically in matters relating to corporate governance, and the company's relations with its stakeholders and the environment. Also worth noting is the accessibility category, where CIE Automotive earned the highest possible score, thanks to the overhaul of its corporate website, proper structuring and presentation of content in the annual report and the appointment of different people responsible, who

can be approached by readers of the report to find out more about the topics outlined in the document.

Reporta is an analysis report of the quality of the information supplied by the companies in the IGBM, the Madrid stock market general index, to their shareholders and stakeholders on the occasion of the annual general meeting of shareholders. It was set up in 2010 by Deva, the financial communication agency headed by Gonzalo Lacalle.

In general terms, the public information about the 113 firms in the IGBM has got worse this year in comparison with 2015. The decline in the scores for the reports assessed runs across all subgroups: the best scores are lower, all sectors and indices (IGBM, IBEX35 and ex-IBEX35) have lower average ratings and the lowest scorers drag the average down even more than in previous years.

However, CIE Automotive bucks this trend and stands among the top companies, climbing from 42nd to 17th place, with a score (74.1) well above the average for IGBM firms - which is 45.5 points - and exceeding the average for the IBEX 35, which is 68.2 points.





# SOCIAL ACTION COMMITMENT



Dear friends,

We who form part of CIE Automotive are fully aware of the significance of our company: it is a leading multinational in its sector, with a record of success achieved through planning, effort and perseverance, which, at the same time, is of major relevance to the communities in which it is present. This involvement with our environment forms part of our very essence as a company and is reflected in our corporate values, as well as in the various initiatives carried out by the company over recent years, ranging from the encouragement given to volunteering by our workers through to direct donations to various NGOs, in addition to the activities aimed at the families of our personnel and our support for different cultural and sporting projects.

We play a leading role in the communities in which we are present and make a valuable contribution to society. As could not be otherwise, and as in all the spheres in which the company is active, in this area also we seek to achieve excellence.

In the field of CSR, the greatest challenge lies in improving the processes for defining and assessing the significance and impact of the actions performed. It is for this reason that, as part of the actions envisaged in our 2015-2018 Strategic Plan for CSR, we have proposed to carry out a survey on the social action carried out by CIE Automotive. The information we obtain from the survey will help us to improve the focus of our efforts, establish new objectives and measure results, so that our social action can become increasingly effective.

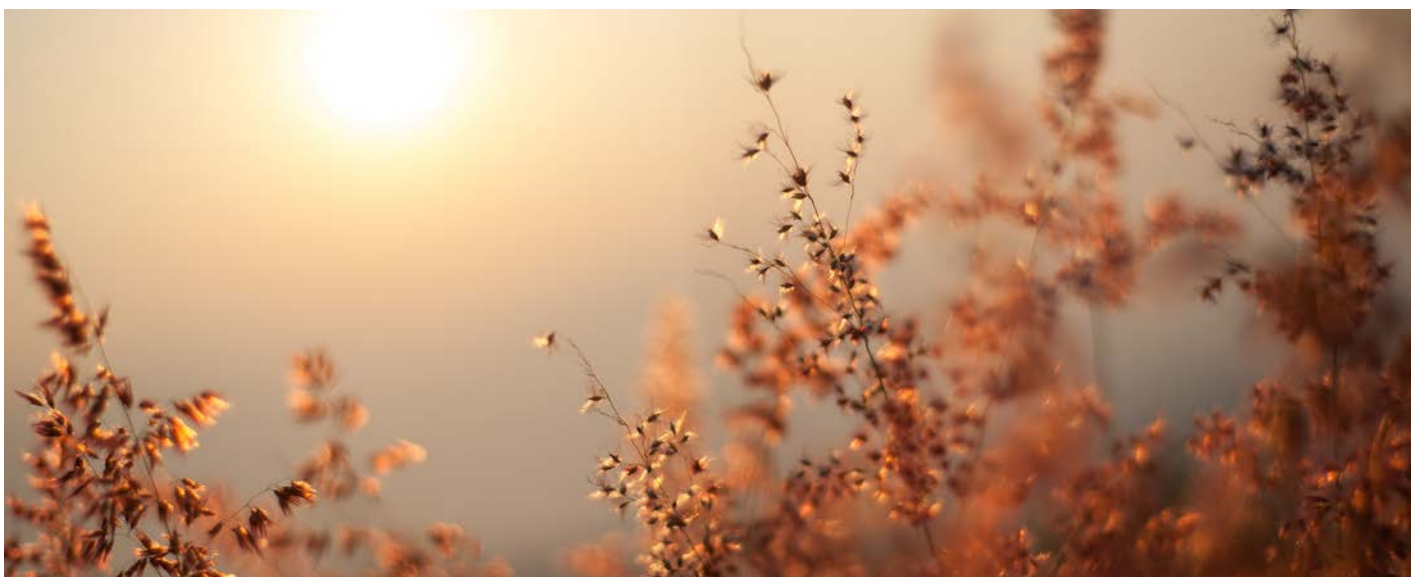
We will provide a full report on this activity in the company's Annual Report so that our various stakeholders can be duly informed, in line with our commitment to transparency.

It is your work that has been behind the successful history of CIE Automotive, and it will be your participation in this survey that will enable us to continue to make progress on the company's relationship with its environment. We thank you for your dedication and effort, and for your involvement, in these programmes that give hope and improve the lives of many people. Together, we will be able to achieve even greater results.

Many thanks to you all,

**Antón Pradera**

**Jesús María Herrera**





# CIE AUTOMOTIVE TAKES PART FOR THE FIRST TIME IN THE BIG FOOD BANK COLLECTION

In line with CIE Automotive's commitment to its social action policy, our managing director, Jesús María Herrera, invited employees to take part in the special campaign run in November 2016

In order to take meaningful social action and help the most disadvantaged, for the first time CIE Automotive took the initiative in supporting the special Food Bank campaign. This action calls for large numbers of volunteers at the 11,000 collection centres, as well as in the month after in their warehouses to sort and package the food collected properly; in 2015 this represented over 22 million kilos of non-perishable foodstuffs. As the president of FESBAL, the Spanish federation of food banks, explained, Spain heads the list of European countries where the most is donated, and the aim of the special collection this year is to beat or at least equal the figures for last year.

The proposal by CIE Automotive was to volunteer to help with collection on the days of the campaign, by devoting a day's work to sorting and packing. Following the success of the initial trial, in future years this scheme will be expanded to include more CIE Automotive personnel.



## CIE AUTOMOTIVE SUPPORTS CHILDREN'S SPORT

This year CIE Automotive has cooperated with the Real Sociedad Foundation, whose goal is to be the leading organisation in the Gipuzkoa region in promoting physical education and sport as a healthy lifestyle and as an educational tool for social inclusion and to foster values.

With the aim of promoting and spreading sporting activities among children, helping to provide access to these for all and working for sport to be part of the overall education of young people, CIE Automotive gave 64 clubs around Gipuzkoa province a range of equipment: balls, ball bags, cones, bibs, etc.



# CIE LT FORGE RECEIVES FINANCIAL SUPPORT FOR EMPLOYEE TRAINING



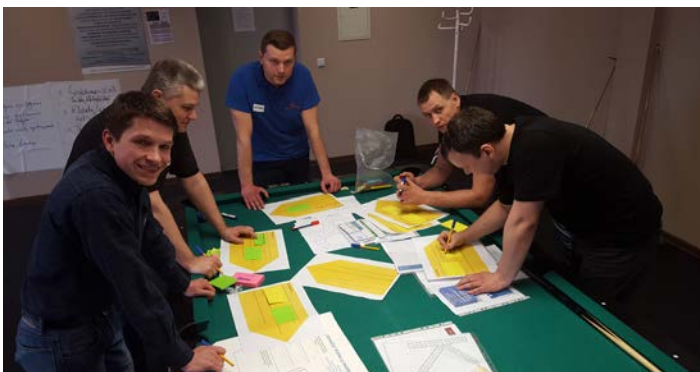
In July 2016, CIE LT Forge succeeded to win the Training Project funded by European Union Structural Funds. The aim of the "Functional Skills Development in company UAB CIE LT Forge" Project is to improve employee qualification, knowledge and competencies, by promoting direct foreign investments. It is a great benefit for the company employees, as receiving 50% financial support for training expenses will provide us even more possibilities for training and development new processes implementation. We know that for us, who provide service to continuously changing, developing and competitively growing automotive industry, it is vitally important to invest into innovation and employee development to strengthen our, being market leader, position. The qualitative trainings strengthen employee motivation, reduce turnover and certainly improve service quality. The Project will last for three years, until July 2019.

On 2016 our focus has been on one of LEAN topics - the daily activity management, daily meetings organization and information sharing. The need for such training sessions has arisen after seeing positive examples in other CIE Automotive group plants and plants in Lithuania. These sessions have the objective

of improving inter-functional communication, implementing meetings in all employee group levels and improving meeting effectiveness. The positive results of the training sessions are already visible and the employee engagement level is much higher.

The second important Training Project part was functional technical skills improvement as well as Robot Control Coding. The trainings are extremely important, as we are waiting for 4 new robots for the new Second Crankshaft Line.

On 2017, the team is going to participate in different training sessions: production processes improvement using LEAN methodology, management skills improvement, effective production planning, systematic problem solving, plant resources management, control assurance, project management methodology, shift leaders and team leaders academy, operators functional-technical skills improvement, quality process assurance trainings and many other trainings. The Project is expected to be one of the most important tools for employee competencies development and motivation.





# Amable, founder of Autometal, turns 93

On 18th October 2016, the native of Barakaldo Amable Martínez Conde Elustondo, celebrated his 93rd birthday. Back in the fifties, Amable left Barakaldo with his young family to embark on his Brazilian adventure.

With his technical know-how and lots of effort and hard work, he built up what we today know as CIE Autometal. His family and friends celebrated his birthday in Sao Paulo.

The whole CIE team joins him in celebrating this great occasion.

¡ZORIONAK Amable!

## CIE Matricon is 10 years old

This year, 2016, our CIE Matricon in Romania plant reaches its 10th anniversary as part of the CIE Automotive group, and this was an excellent time to celebrate with the workforce on Saturday 19th November 2016.

We also took this opportunity to show our employees the recently-completed new facilities at Matricon, where we will be manufacturing the new projects we have secured. Our Plant Manager, Carlos Santos spoke to the employees after a light lunch and some fun activities prepared for the occasion.

Happy anniversary CIE Matricon!





# ANTÓN PRADERA WINS THE AWARD FOR BEST BASQUE ENTREPRENEUR



The prize was presented to the chairman of CIE by the Basque Business and Society Foundation

The 25th "Basque Business Night", organised by the Basque Business and Society Foundation on 7th November 2016, recognised the business career of Antón Pradera, chairman of CIE Automotive, with the 2015 Best Basque Entrepreneur award.

The venue chosen for the annual award ceremony was the Guggenheim Museum in Bilbao, in the presence of over 300 representatives of institutions and the business world. Institutional participants included, among others, Arantxa Tapia, Basque minister for economic development and competitiveness, and the members of the Bizkaia and Gipuzkoa provincial assemblies Unai Renteria and Markel Olano, respectively. Eduardo Junkera de Egile, the winner of last year's award, presented it to Antón this time.

# CIE AUTOMOTIVE, AMONG THE TOP 5 BASQUE COMPANIES FOR CORPORATE REPUTATION

Antón Pradera has also been chosen as the Basque manager with the best reputation in 2016

The biennial RECOR report, produced for over a decade by the Basque communication consultancy Consejeros del Norte, has announced the results of the surveys carried out in 2016 with over 150 opinion leaders in the Basque business world to assess the corporate reputation of managers and companies.

The results reveal that among the companies that have most improved their reputation in the last five years, CIE Automotive is the most widely-mentioned, gaining fifth place on the basis, according to RECOR Euskadi, of factors like excellence in management, communication and the ability to generate value.

Moreover, Antón Pradera, chairman of CIE Automotive, has been chosen as the Basque manager with the best reputation by the 150 leaders surveyed, climbing eleven places in the ranking. The determining factors in achieving this recognition were leadership, the ability to build teams and motivational skill, among other attributes.

As the consultants say in their 2016 report, "Corporate reputation, taken as the set of perceptions of a particular company or organisation by their stakeholders as a consequence of the way they do business and their behaviour in the social, economic and institutional environment around them, has become accepted as an asset of the first order in business management."

# PEMSA CELAYA, AGAIN RECOGNISED FOR ITS QUALITY



PEMSA has earned recognition by our customer Volkswagen for compliance with the Zero Quality Defects policy during 2015. Moreover, Nissan has selected PEMSAs as one of the 5 finalists for its award for contributions to quality during 2015.

## FORJAS DE CELAYA

The CIE Automotive plant in Mexico has successfully completed the installation and start-up of its second production line for crankshafts including a 4,000-tonne capacity press.



## MECHANICAL ENGINEERING STUDENTS VISIT UDALBIDE



On 4th November 2016 a group of five third-year Mechanical Engineering students from the University of Deusto paid a visit to the CIE Udalbide plant. There they were able to see how three processes, stamping, pipe bending and laser welding, were complemented by automated assembly to make a connector. After seeing each of the phases, asking questions and taking note of the technical details of the process and product, they worked on a group task for their subject course in Manufacturing Systems.

# Dominion completes its financial reorganization



With the subscription of a syndicated facility agreement and a loan with the EIB, Dominion completes its financial restructuring. This process, crucial for its Strategic Plan, began with its recent IPO in April

## Restructuration objectives

The successful IPO process concluded last April after raising 164 million euros, had as its main objective funding the company growth following its Strategic Plan. Moreover, this operation searched to improve the soundness of its balance, helping the company to position itself with a clear advantage in the market when it comes to tendering for major new projects.

As Mikel Barandiaran, Dominion CEO, explained, “Today’s operation is not an end but a means, an important step to carry on growing, developing our potential and integrating new companies and teams. Dominion has a vocation to be a pole of attraction in the consolidation process in the sector.”

With the two new operations completed this second term: the subscription of a syndicated facility agreement for 65 million Euros and a loan with the European Investment bank (EIB) for 25, the financial restructuring is fully accomplished. This new financial structure provides significantly longer terms and benefits from the favorable price scenario.

The final outcome of this restructuring process is a company with a solid balance and a strong cash position upon which it can develop its Strategic Plan.

## Syndicated Facility Agreement

The syndicated facility agreement was signed with Banco de Sabadell, Commerzbank, Banco Santander and Ibercaja as financing entities.

The maximum amount of the Facility Agreement is 60 million euros, divided into a tranche A, consisting in a long-term facility with the maximum amount of 36 million euros and with maturity on 11 November 2021 and a tranche B consisting in a revolving facility with the maximum amount of 24 million euros and with maturity on 11 November 2019 (extendable up to 11 November 2021).

## EIB Loan

In this case, EIB Vice-President, Román Escolano and Dominion CEO, Mikel Barandiaran, signed a 25 million Euros Investment



Plan for Europe loan at a ceremony in Bilbao.

Following this Loan, Dominion will be able to develop a new research, development and innovation (RDI) programme focused in the digitalization of production processes in some of the EU's key economic sectors, such as healthcare services management, telecoms and industry. In concrete terms, Dominion will use this financing to implement a new programme enabling it to significantly expand the range of services and solutions it offers to its customers and strengthen the workforce of its research centres with highly qualified staff.

“This operation shows the EIB’s commitment to RDI projects in Spain and across Europe,” highlighted EIB Vice-President Román Escolano at the signing ceremony. “Supporting Spanish technology companies is vital if they are to continue to grow and hold a leading position in a highly competitive sector requiring major investment in innovation.”

European Commission Vice-President Jyrki Katainen said: “The Investment Plan is supporting innovative companies like Dominion that create jobs in their regions. This EIB loan – guaranteed by the European Fund for Strategic Investments – will enable Dominion to implement a new research, development and innovation programme for the benefit of its customers and competitiveness.”

Dominion CEO Mikel Barandiaran added: “This loan gives Dominion a key financial tool to support the goal of providing its customers with high value-added solutions and services based on innovation and know-how, enabling them to improve their production processes across the world.”



# DOMINION INTEGRATES THE ENERGY ASSETS OF SCORPIO ELECTRICAL GROUP

This operation will allow to strengthen their solutions and services strategy within the renewable energies

In line with the objectives of its recent IPO and its strategy to be a relevant player in the consolidation process of the sector of multitechnological services and solutions and specialized engineering, Dominion has acquired the energy assets of Scorpio Electrical Group.

The amount of transaction adds up to around €17.8 million, including a fixed element of €8.8 million and a variable of up to €9 million. The variable part is linked to the 33% EBITDA



achieved by the company holding the energy assets acquired on its pipeline of identified projects and opportunities.

Following this acquisition, Dominion integrates the managing team of the Energy Division of Scorpio Group into its perimeter, including its CEO and owner; together with a backlog of renewable energy projects amounting to €50 million approximately, and a participation of 25% in BAS Projects Corporation, a Company specialized in identifying and developing renewable projects, which has signed an exclusivity agreement with Dominion. Hence, the company demonstrates again its capacity to integrate teams with high added value and strengthens its offer within the scope of solutions and services in the area of renewable energy.

# DOMINION ACQUIRES THE AMERICAN COMPANY ICC

This acquisition reinforces the positioning plan relating to the US, providing recurrence in industrial services and a high complementarity level with the acquisition of CDI, closed last May 2016

Dominion has acquired the American International Chimney Corporation (ICC). With an experience of almost 90 years and headquartered in Williamsville (New York), ICC is a leading company in the American market relating to the design, engineering, inspection and repair of industrial structures services. Its extensive services portfolio also includes other related services such as insulation, assembly projects, structure transfer, demolition or emergency lighting.

Concerning the rationale of the transaction, it must be highlighted both the high level of recurrence of its services and the great complementarity of its portfolio and the Commonwealth Dynamics's complex-solutions portfolio.



The foregoing will allow to bring a real "One Stop Shop" offer to the industrial clientele portfolio of both companies, in addition to the rest of Dominion Industry specialties and those coming from the Abantia and Protisa acquisitions. Dominion reinforces with this transaction its positioning and critical mass obtaining process in the American market, strategic due to its important industrial infrastructures, as well as incorporates the extensive experience of ICC in the Canadian market.

The amount of the transaction is 15 million US dollars, to be paid as follows: 6 million US dollars, at signing of the purchase agreement, 5 million US dollars in 2017 and 4 million US dollars in 2018. Likewise, an earnout would be paid in 2020 in case that ICC overperformed the objectives set out in the 2017-2019 plan. The volume of the business acquired from ICC in this transaction represents a recurring annual turnover ranging between 35 million US dollars and 40 million US dollars.

# CIE Automotive in the world.

## NAFTA

### USA

Plastic  
Dominion

### MEXICO

R&D  
Aluminium  
Forging  
Stamping & Tube Forming  
Machining  
Plastic  
Roof Systems  
Dominion

## WEST EUROPE

### SPAIN

Headquarters  
R&D  
Aluminium  
Forging  
Stamping & Tube Forming  
Machining  
Plastic  
Roof Systems  
Bionor  
Dominion

### GERMANY

R&D  
Forging  
Dominion

### UK

Forging  
Dominion

### FRANCE

R&D  
Machining  
Roof Systems  
Dominion

### ITALY

Machining  
Dominion

### PORTUGAL

R&D  
Plastic  
Dominion

### DENMARK

Dominion

## CENTRAL & EAST EUROPE

### ESLOVAQUIA

Machining  
Dominion

### CZECH REP.

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Machining  
Plastic

### LITHUANIA

Forging

### POLONIA

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### ROMANIA

Aluminium  
Roof Systems

### RUSSIA

Aluminium

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### CHINA

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Stamping & Tube Forming  
Machining  
Plastic  
Roof Systems

### INDIA

R&D  
Forging  
Stamping & Tube Forming  
Machining  
Casting  
Composites  
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### GUATEMALA

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