



General Shareholders' Meeting

APRIL 2015



Table of contents

01

*Group Results
2014*

02

*Strategic commitment
2013-2017*

03

*Preview of the 1Q
2015 Results*



10

Group Results 2014

2014 CIE GROUP RESULTS

(€ Mio)	31/12/2013	%	31/12/2014
Turnover	1,760.3		2,209.5
Adjusted Turnover (*)	1,696.0	+27 %	2,160.3
EBITDA (**)	240.1	+21%	290.9
% EBITDA on adjusted turnover	14.2%		13.5%
EBIT (**)	150.4	+15%	172.2
% EBIT on adjusted turnover	8.9%		8.0%
Profit for the year	77.9		98.1
Net Income (**)	60.1	+35%	81.0

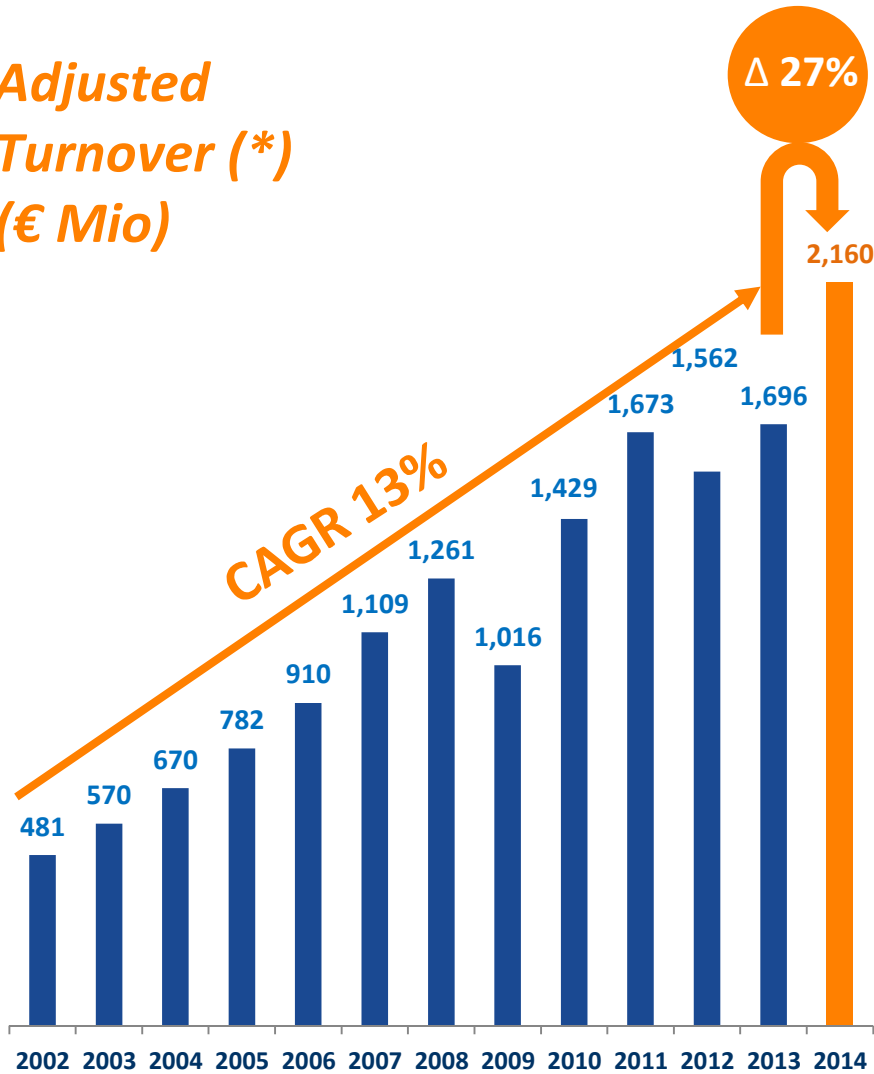
(*) Proforma value calculated by deducting turnover of diesel oil used for blending.

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

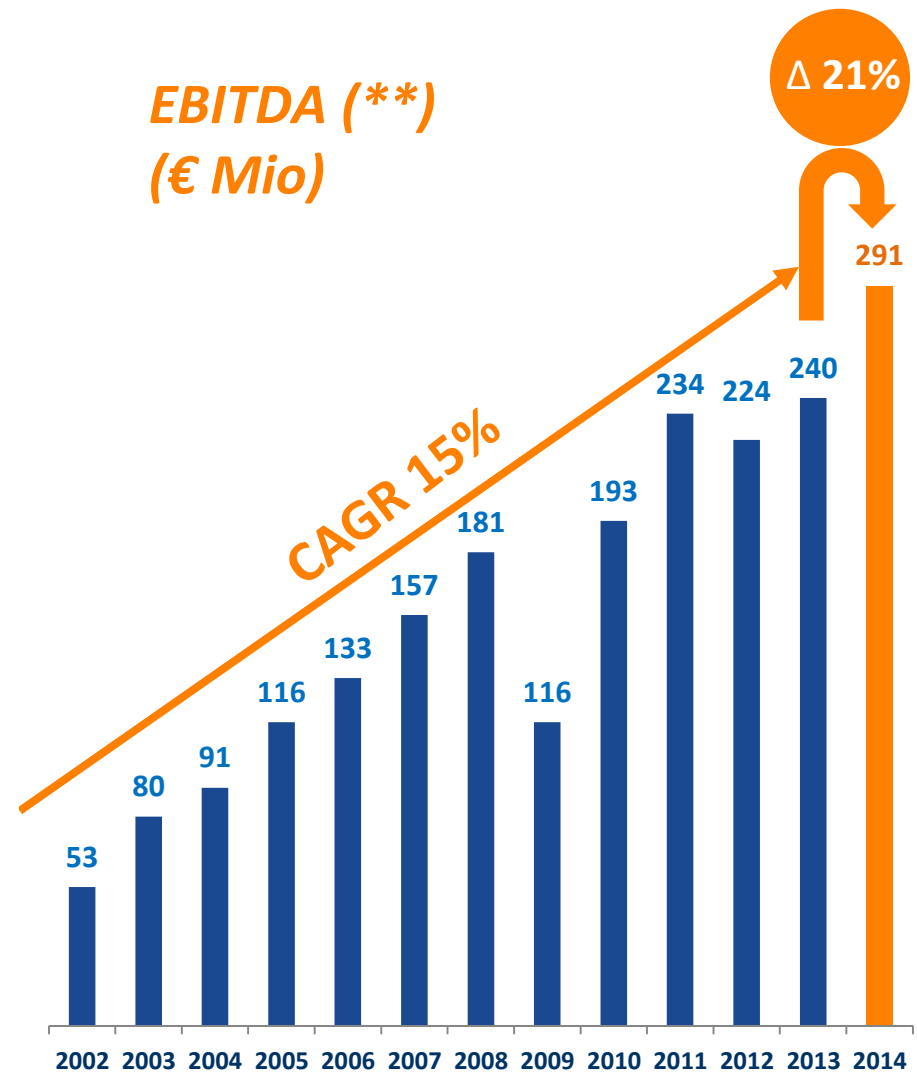
Notes: In the aim of assuring the information's transparency and clarity, please review this comparison against CIE's published results at 31.12.2013. See the Appendix hereto which includes the P&L reconciliation for 31.12.2013 and a comparison with that included in CIE's financial statements as of 31.12.2014. The information is different due to the fact that according to accounting principles, specific impacts in the different sections of the P&L coming from companies jointly controlled have to be eliminated.

SUSTAINED AND PROFITABLE GROWTH

**Adjusted
Turnover (*)
(€ Mio)**



EBITDA ()
(€ Mio)**



(*) From 2006 to 2014, proforma value calculated by deducting turnover of diesel oil used for blending.

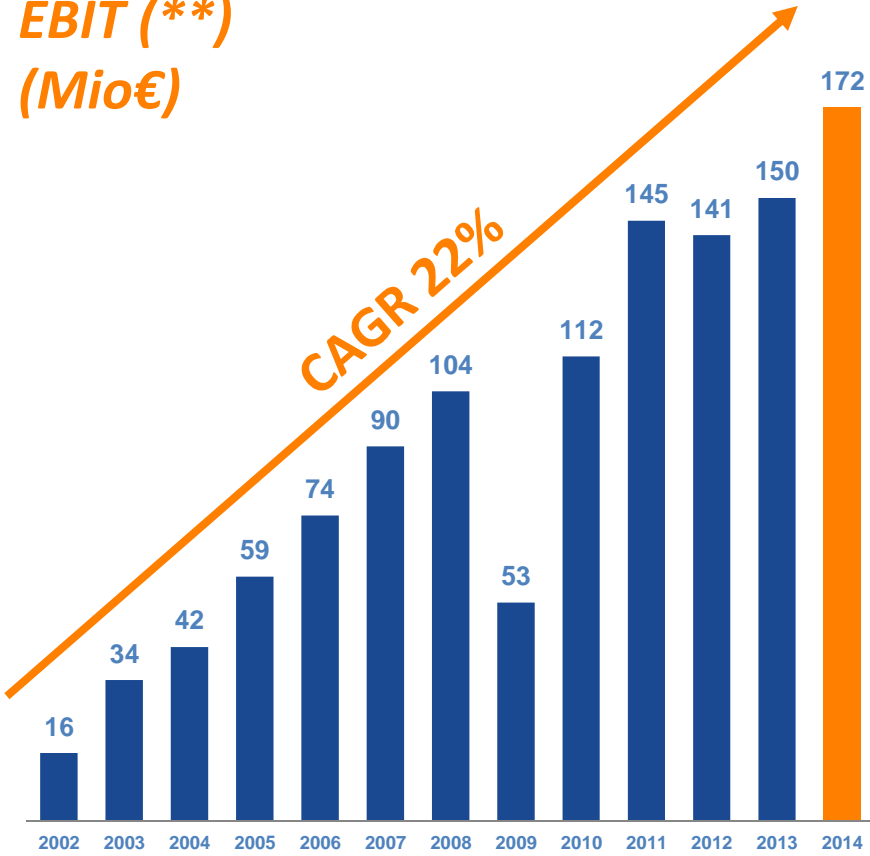
(**) EBITDA: Net Operating Income + Depreciation.

CAGR (Compound Annual Growth Rate)

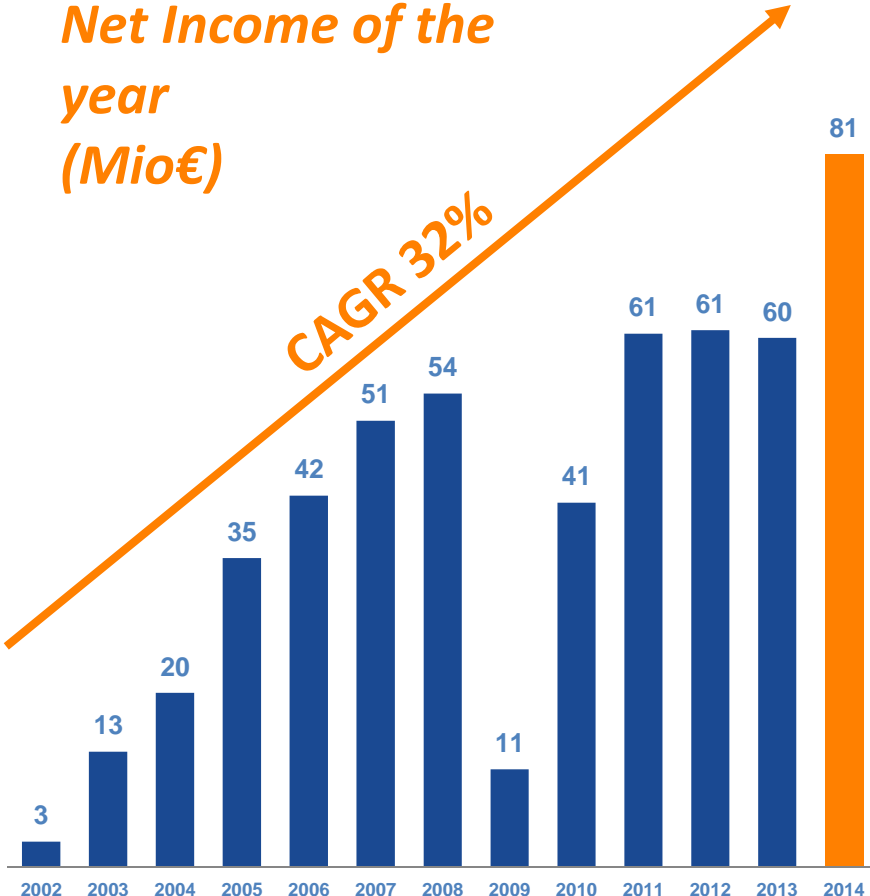
SUSTAINED AND PROFITABLE GROWTH



EBIT ()
(Mio€)**



**Net Income of the
year
(Mio€)**



(**) EBIT: Net Operating Income.

CAGR (Compound Annual Growth Rate)



Balance Sheet



BALANCE SHEET

31st DECEMBER

<i>Million Euros</i>	2013	2014
Fixed Assets	1,233.8	1,897.7
Net Working Capital	(102.1)	(154.1)
Total Net Assets	1,131.7	1,743.6
Equity	562.8	861.6
Net Financial Debt (*)	574.5	720.6
Others (Net)	(5.6)	161.4
Total Equity and Liabilities	1,131.7	1,743.6

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

RETURN ON ASSETS

PROGRESSING TOWARDS THE CHALLENGE RONA ⁽¹⁾ ≥ 20%

- Maintenance investment ⁽²⁾ stands at around 75% of total depreciation
- Operating Cash Flow Generation⁽³⁾ stands at around 50% of EBITDA

(1) RONA: EBIT / Net assets (Fixed Assets + Net Working Capital – Goodwill not associated to cash flows).

(2) Maintenance investment: the one implying a renovation of facilities to face markets natural growth.

(3) Operating Cash Flow = EBITDA - Financial expenses – Maintenance investment - Tax payments.



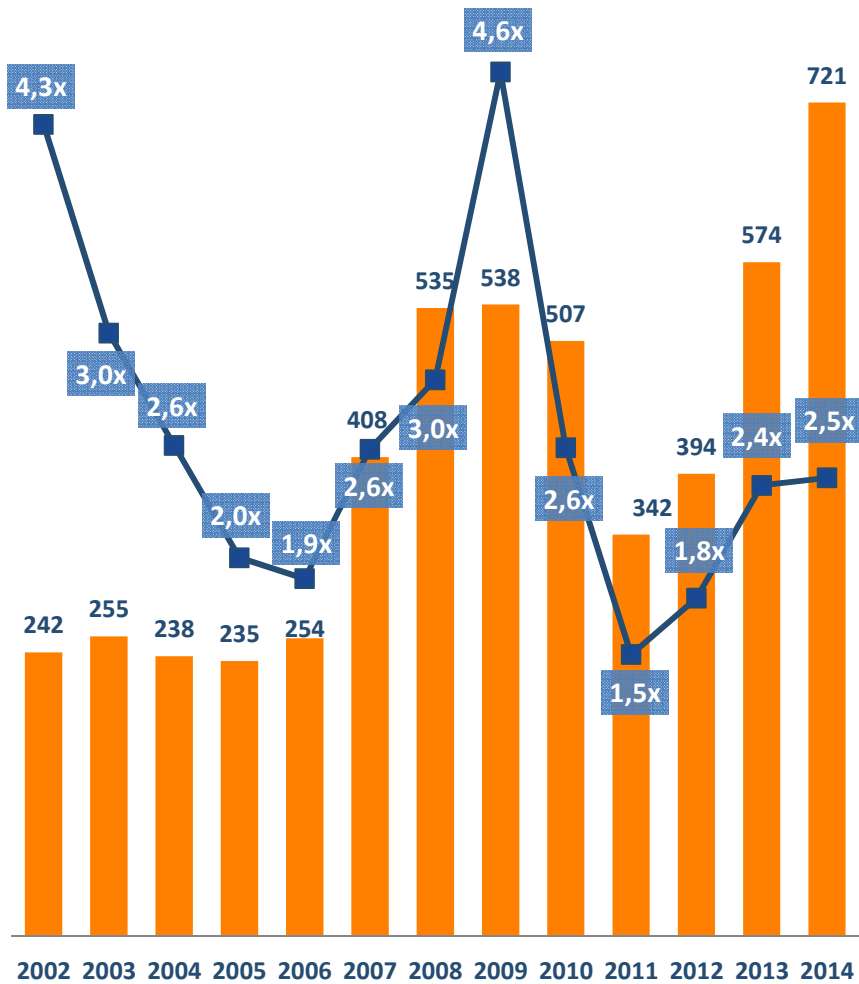
01.b

Financial Resources Management

FINANCIAL POSITION 2014

NET FINANCIAL DEBT PERFORMANCE

NFD/EBITDA (*) (x)



NFD/Equity (*) (x)



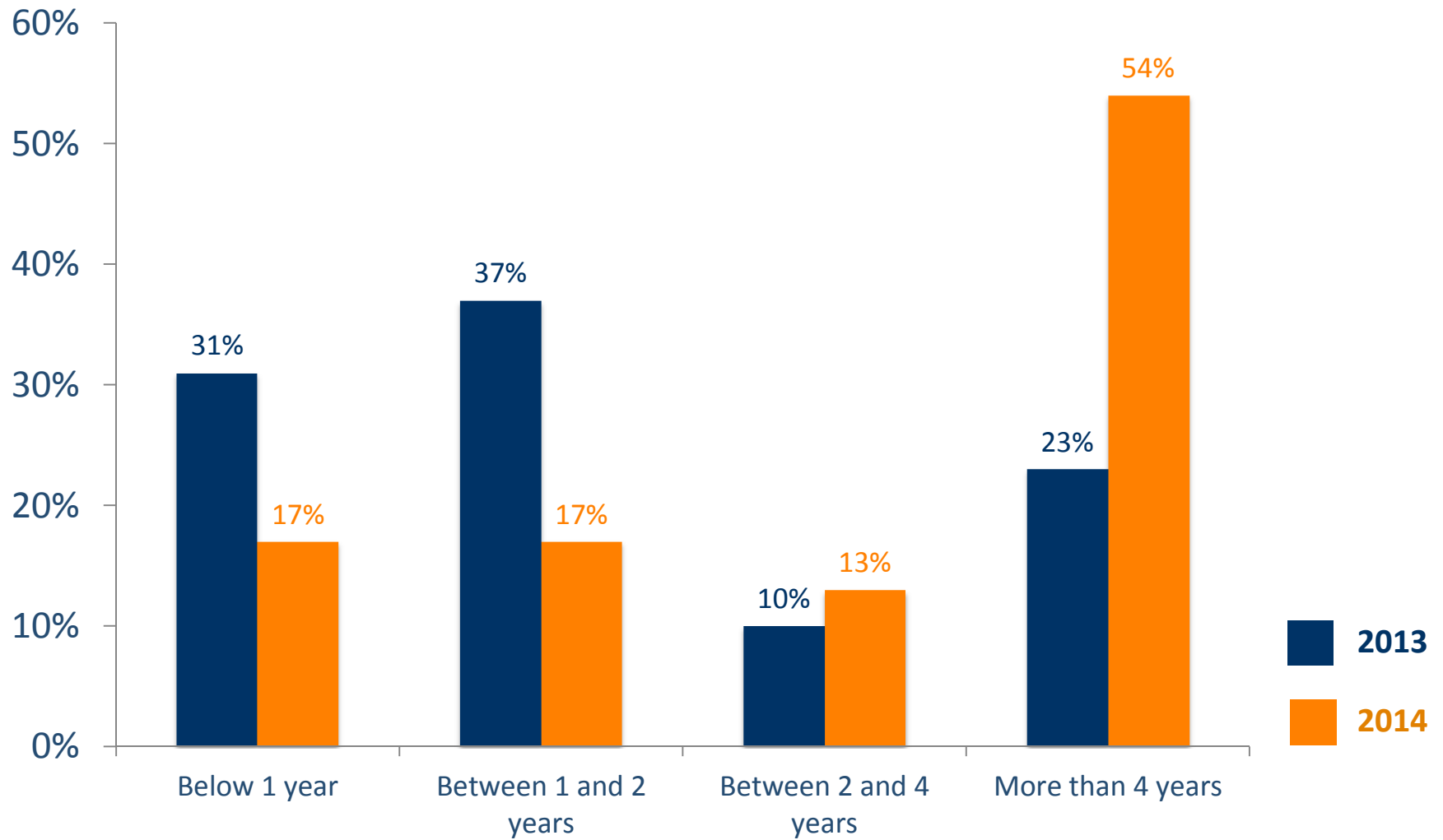
(*) Net Financial Debt = NFD = Debt with banks and other financial institutions – Cash and equivalents, EBITDA: Net Operating Income + Depreciation.

FINANCIAL DEBT STRUCTURE

	Amount	Maturity	Characteristics
Syndicated Loan	≈ € 450mio	5 years bullet	<ul style="list-style-type: none"> - In Euros - Rates related to NFD/ EBITDA ratio - Partially swapped to fixed rate
EIB	≈ € 100mio	7 years, with 2 years grace	<ul style="list-style-type: none"> - In Euros - Partially swapped to fixed rate
Bancomext	≈ € 100mio	7 years, with 2 years grace	<ul style="list-style-type: none"> - In Dollars - Partially swapped to fixed rate
Others	≈ € 450mio	Miscellaneous	<ul style="list-style-type: none"> - Debt composed of bilateral terms (mainly local), credit lines, working capital financing, and so on
	≈ € 1,100mio	Gross Financial Debt	
Cash and Equivalents	≈ € 400mio		
	≈ € 700mio	Net Financial Debt	

Without recourse factoring at 31.12.2014 amounts € 202mio

GROSS FINANCIAL DEBT MATURITY



A blurred photograph of a busy city street at dusk or dawn, with a strong orange and red color cast. The scene shows pedestrians in motion, a traffic light, and a modern building with large glass windows in the background. The overall atmosphere is one of a fast-paced urban environment.

U i Corporate O Transactions

2014 MAIN CORPORATE TRANSACTIONS

Development of Greenfields:



Forjas Celaya



Nanjing Crankshaft



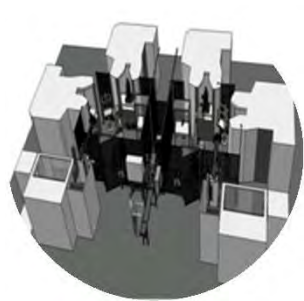
Samara



Celaya 2



Pernambuco



Matic 2



Z`BAD



Pemsa Transfer

2014 MAIN CORPORATE TRANSACTIONS



Mergers and Aquisitions

100%
acquisition of
Autometal

Broadening
Dominion
perimeter

Closing of
Mahindra CIE
transaction



p.10 Awards

AWARDS 2014

Building a reputation:



Volkswagen



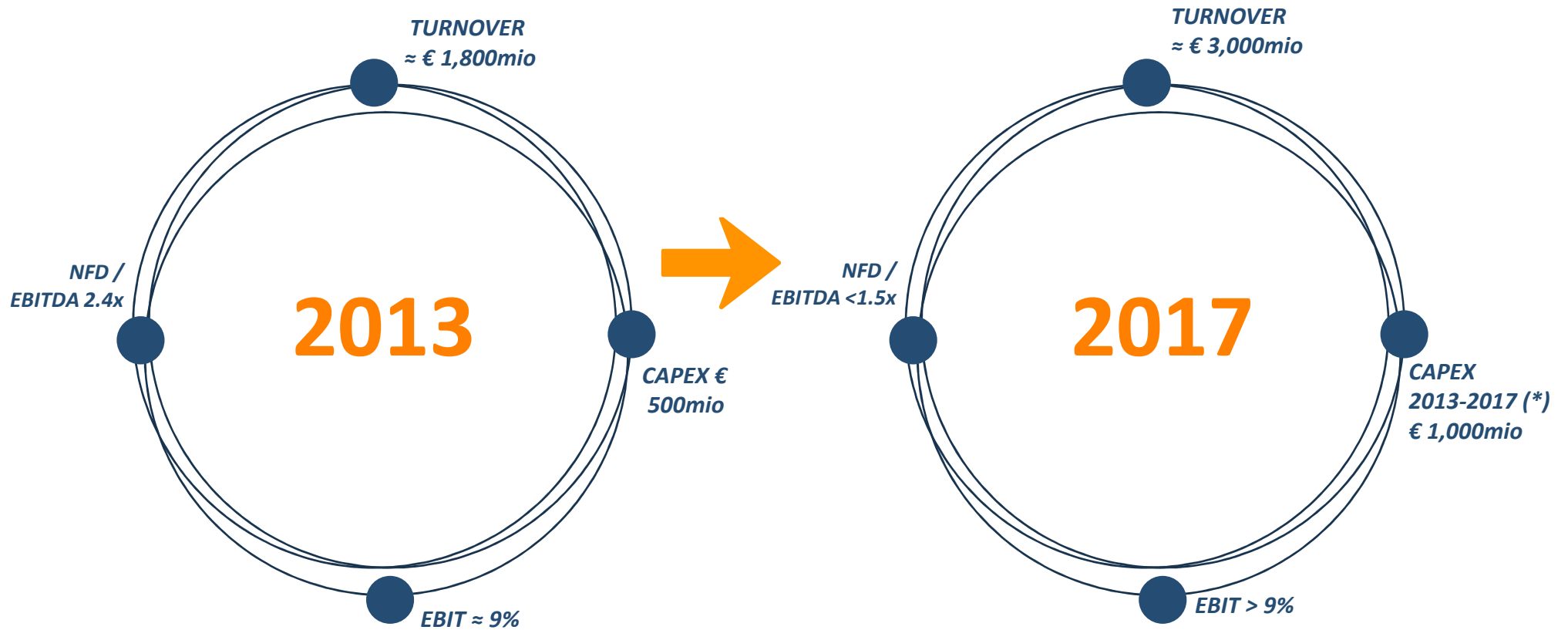
02

Strategic commitment 2013-2017



STRATEGIC COMMITMENT 2013-2017:

REAFFIRMING OUR STRATEGY



(*)Maintenance investment ≈ € 500mio

Greenfields ≈ € 250mio

Inorganic growth ≈ € 250mio (mainly Mahindra CIE)

Key factors of the project for 2015 are:

**Market share
increase additional
to European market
growth**

**CIE standards
achievement in
Mahindra Europe**

**Strategic products
launch in NAFTA
with higher
margins**

**Productivity
and market
share increase in
Brazil**

**Improvement
rhythm of our
operations in Asia**

**Smart Innovation
division
consolidation**



STRATEGIC COMMITMENT 2013-2017 :
REAFFIRMING OUR STRATEGY

*In **2015**, we expect to achieve the guidance for **net profit** initially expected for 2017*





What next?

At the end of 2015, we will be
ready to define a
New Strategic Plan

Draft of Smart Innovation Project



BUSINESS MODEL

- GLOBAL COMPANY
- DIVERSIFIED
- FINANCIAL DISCIPLINE
- DECENTRALIZED MANAGEMENT:
VALUE GENERATION

SMART INNOVATION

- MULTISECTORIAL
- SUSTAINABLE INNOVATION AND EFFICIENCY
- SOLUTIONS & SERVICES
- TRANSVERSALITY

STRATEGIC PLAN 2015-19

- 700 Mio€ SALES
- EBITDA > 10%
- EBIT > 8%
- ORGANIC GROWTH
- NFD < 2



03.a

Preview of the 1Q 2015
CIE AUTOMOTIVE Results

PREVIEW OF THE 1Q 2015 CIE GROUP RESULTS

(€Mio)	1Q 2014	%	1Q 2015
Turnover	530.7		662.5
Adjusted Turnover (*)	516.3	+28%	662.5
EBITDA (**)	70.2	+31%	92.0
% EBITDA on adjusted turnover	13.6%		13.9%
EBIT (**)	44.0	+37%	60.3
% EBIT on adjusted turnover	8.5%		9.1%
EBT (**)	31.3		48.3
Net Income (**)	19.4	+60%	31.1

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

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



03.b

Preview of the 1Q 2015 Automotive Results

PREVIEW OF THE 1Q 2015 AUTOMOTIVE RESULTS



(€Mio)	1Q 2014	%	1Q 2015
Turnover	491.5		548.2
Adjusted Turnover (*)	477.2	+15%	548.2
EBITDA (**)	66.7	+26%	84.1
% EBITDA on adjusted turnover	14.0%		15.3%
EBIT (**)	41.9	+33%	55.5
% EBIT on adjusted turnover	8.8%		10.1%

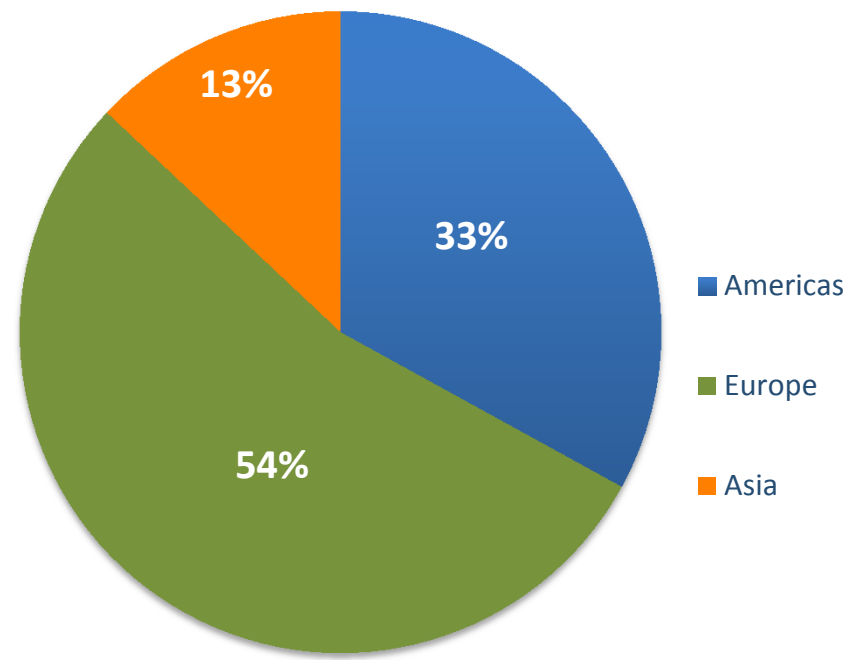
(*) Proforma value calculated by deducting turnover of diesel oil used for blending.

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

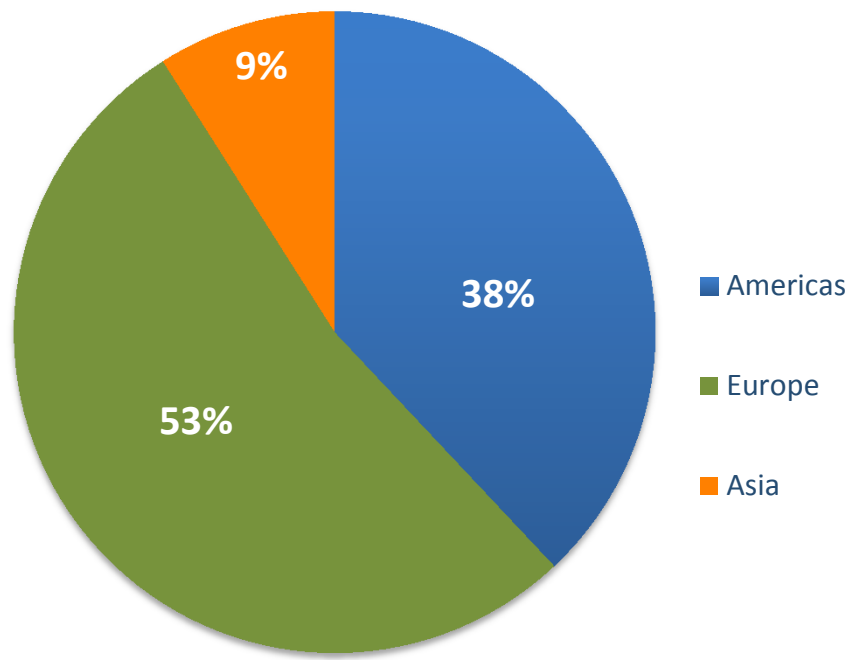
1Q 2015 AUTOMOTIVE GEOGRAPHICAL DISTRIBUTION



Turnover



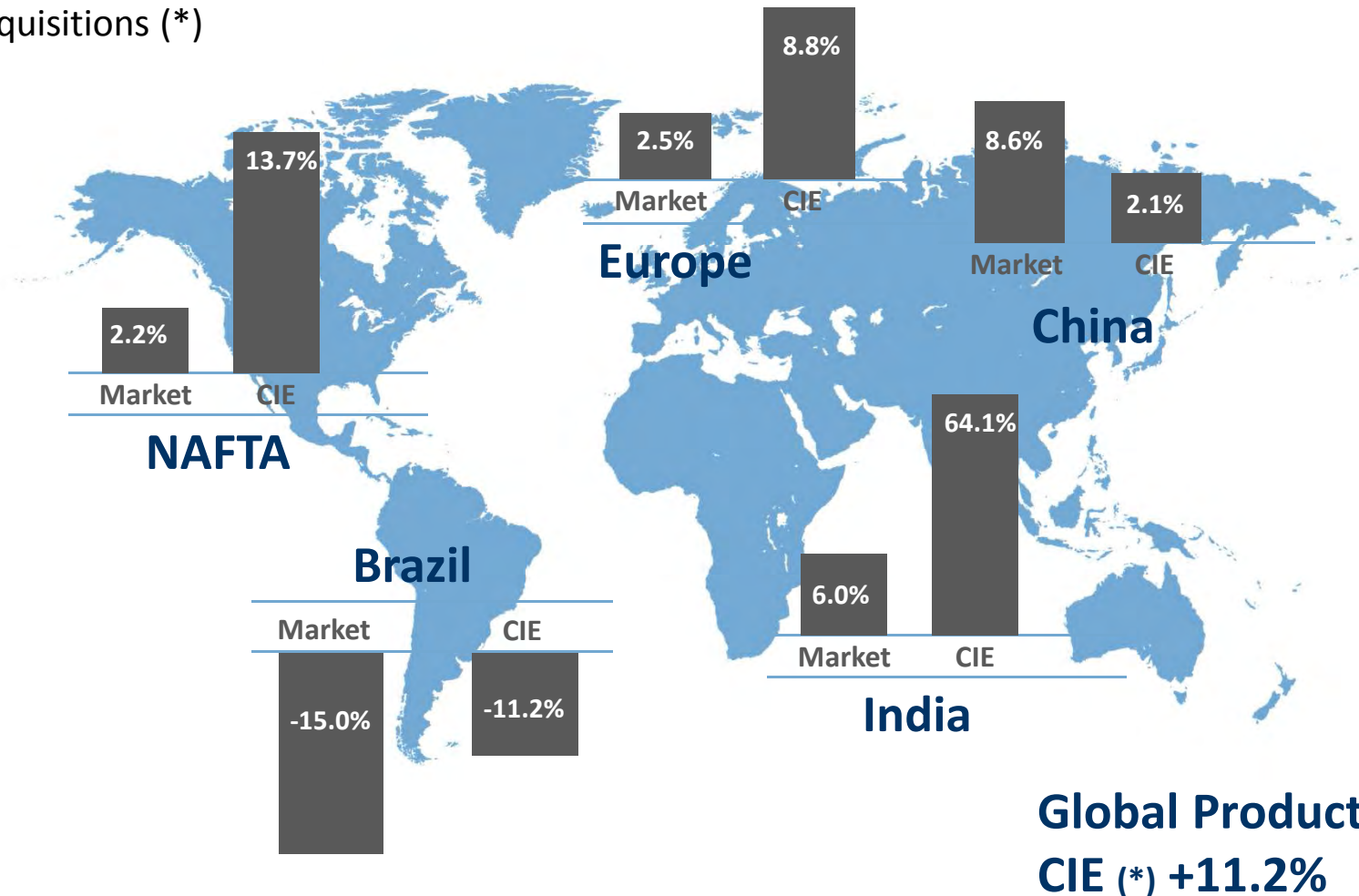
EBITDA ()*



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

GROWTH 2014-2015(%)

Market growth vs CIE growth with integrations and acquisitions (*)



(*) Growth considering same exchange rates



03.0

Preview of the 1Q 2015 Domion Results

PREVIEW OF THE 1Q 2015 DOMINION RESULTS



(€Mio)	1Q 2014	1Q 2015
Turnover	39.2	114.3
EBITDA (*)	3.5	7.9
% EBITDA on turnover	8.8%	6.9%
EBIT (*)	2.1	4.8
% EBIT on turnover	5.5%	4.2%

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

1Q 2015 DOMINION PROFITABILITY BY BUSINESS UNITS

SOLUTIONS

Turnover: 49.2 €mio

Contribution Margin (*): 14.5%

SERVICES

Turnover: 65.1 €mio

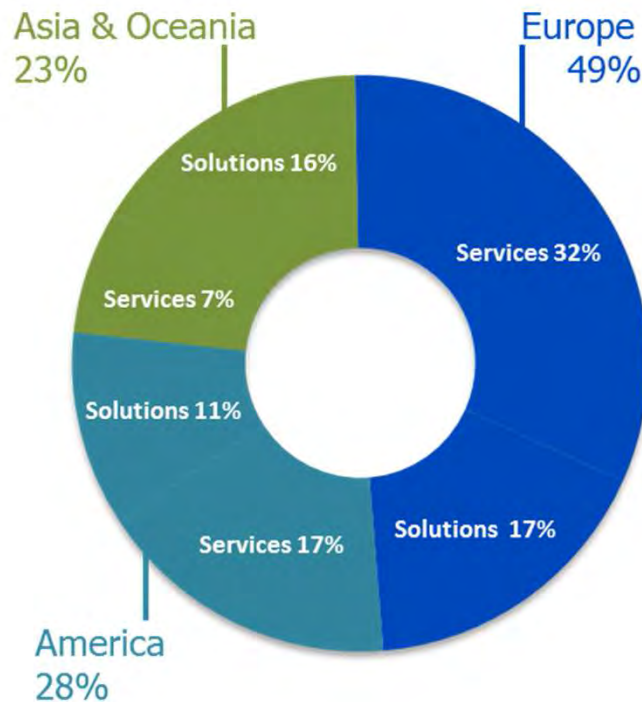
Contribution Margin (*): 9.2%

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

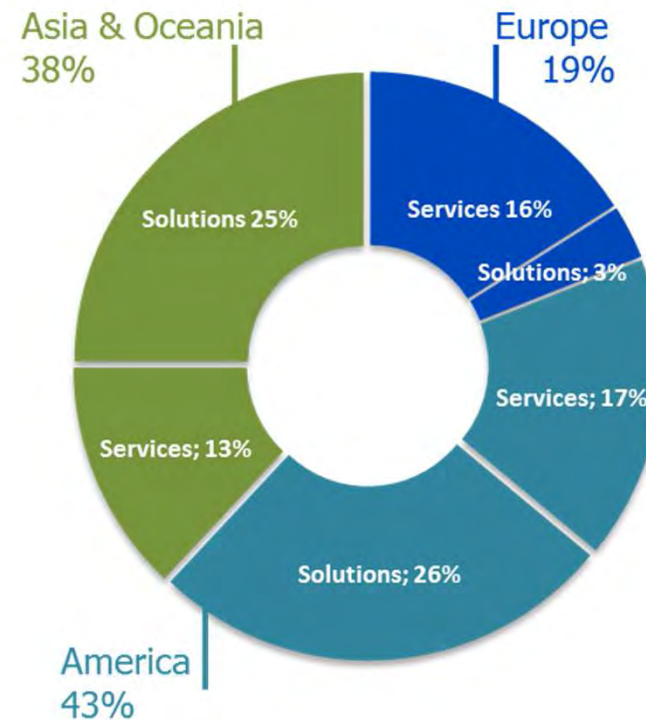
1Q2015 DOMINION GEOGRAPHICAL AND BUSINESS UNITS DISTRIBUTION



2015
TURNOVER



2015 CONTRIBUTION
MARGIN (*)



(*) Contribution Margin: EBITDA before structural and central administrative costs, EBITDA: Net Operating Income + Depreciation.

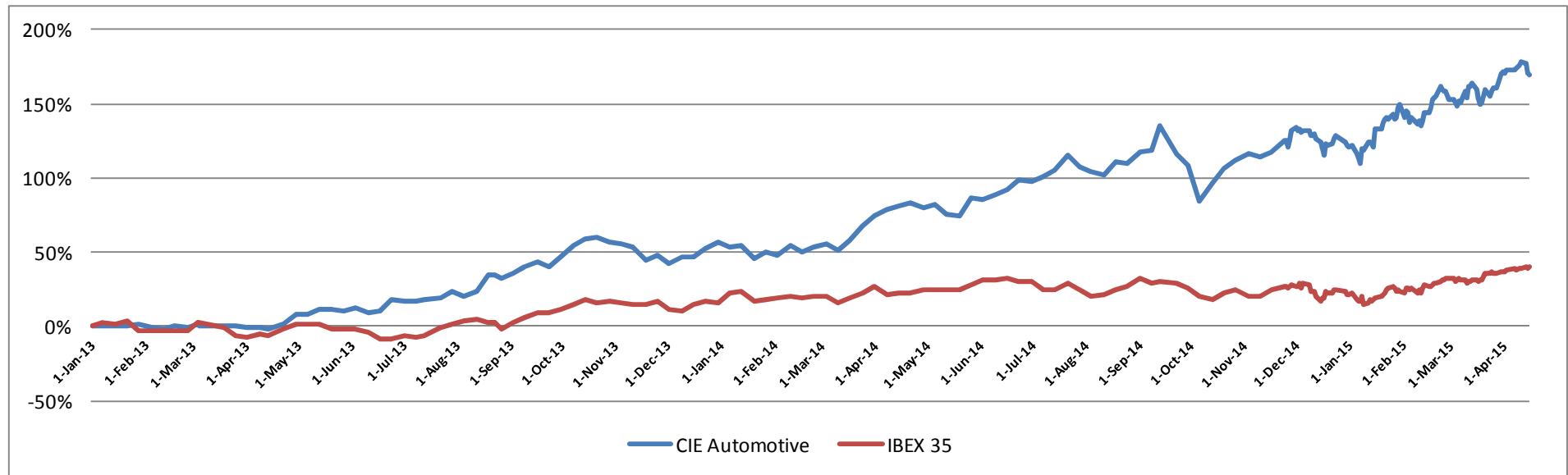
03.d

CIE in the Stock Exchange

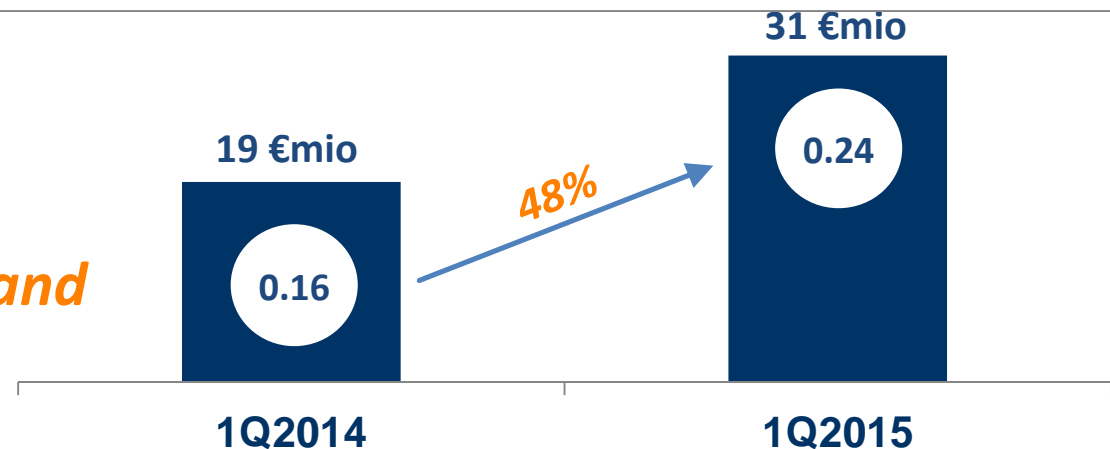


CIE IN THE STOCK EXCHANGE

CIE share price performance vs Ibex 35



Quarterly Net Income (€Mio) and Income Per Share (€)



CIE IN THE STOCK EXCHANGE

	2015 until 23 April	2014	2013	2012
Market Cap* (€ Mio)	1,785	1,453	950	593
Number of shares (Mio)	129	129	119	114
Last Price of period (Euros)	13.84	11.26	8.00	5.20
Maximum Price of period (Euros)	14.25	12.29	8.35	5.86
Minimum Price of period (euros)	10.65	7.21	5.00	5.06
Volume (thousand shares)	24,162	62,970	44,953	13,303
Efective (€ Mio)	302	600	277	72

Source: Madrid Stock Exchange

CIE IN THE STOCK EXCHANGE

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*If provided net profit is doubled, and under same pay-out policy, **we expect to duplicate in two years' time the amount devoted to dividends.***



Appendix

Balance Sheet and P&L 2014

BALANCE SHEET 2014

(thousand €)	2013	2014
ASSETS	2.369.446	3.191.242
Non current Assets	1.466.352	2.125.357
Tangible assets	784.759	927.961
Goodwill	380.106	897.410
Other intangible Assets	35.400	48.544
Non-current financial Assets	27.859	13.868
Related Parties	10.953	1.497
Deferred Income Tax and Social Contribution	223.142	230.702
Other non current Assets	4.133	5.375
Current Assets	878.144	1.041.247
Inventories	226.138	288.909
Trade and other receivables	188.540	292.653
Other current Assets	6.384	7.170
Current tax Assets	41.618	58.558
Other current financial Assets	85.996	96.258
Cash and equivalents	329.468	297.699
Disposal group assets classified as held-for-sale	24.950	24.638
LIABILITIES	2.369.446	3.191.242
Shareholders' equity	562.833	861.632
Share Capital	29.705	32.250
Own shares	0	0
Share premium	61.467	152.171
Reserves and cumulative exchange differences	435.875	460.888
Interim dividend	-10.694	-12.900
Cumulative exchange differences	-95.400	-70.590
Non-controlling interests	141.880	299.813
Deferred Income	19.358	17.004
Liabilities	1.787.255	2.312.606
Non current Liabilities	881.157	1.219.969
Non current provisions	66.109	117.322
Long term borrowings	649.122	849.897
Deferred income Tax and Social Contribution	62.438	75.963
Other non current liabilities	103.488	176.787
Current Liabilities	903.767	1.090.270
Short term borrowings	332.743	254.180
Trade and other payables	441.732	630.193
Other current financial liabilities	8.051	10.489
Taxes payable	41.294	57.200
Current provisions	9.214	11.386
Other current liabilities	70.733	126.822
Disposal group liabilities classified as held-for-sale	2.331	2.367

P&L 2014

(Thousand €)	2013 ⁽²⁾	2.014
Operating revenues	1.830.818	2.318.651
Net Revenues	1.760.253	2.209.516
Consolidated Turnover ⁽¹⁾	1.695.971	2.160.318
Other operating revenues	68.957	102.472
Change in inventories of finished goods and work in progress	1.608	6.663
Operating expenses	(1.680.382)	(2.146.468)
Consumption of raw materials	(1.012.679)	(1.272.102)
Employee benefit expenses	(381.721)	(514.164)
Depreciation and amortization	(89.690)	(118.680)
Other operating income/(expenses)	(196.292)	(241.522)
Operating profit	150.436	172.183
Financial income	18.639	36.881
Financial expense	(80.236)	(79.908)
Net exchange differences	11.876	10.834
Change in fair value of assets and liabilities taken to income statement	(16.369)	176
Share of profit/(loss) of associates	(257)	(3.029)
Profit before taxes	84.089	137.137
Income tax	3.418	(38.672)
Profit on continued activities after taxes	87.507	98.465
Loss on discontinued activities after taxes	(9.621)	(355)
Profit for the year	77.886	98.110
Profit/(Loss) attributable to minority shareholdings	(17.761)	(17.062)
Profit attributable to company shareholders	60.125	81.048

(1) Proforma value calculated by deducting turnover of diesel oil used for blending

A scenic photograph of the Golden Gate Bridge in San Francisco at sunset. The bridge's towers and suspension cables are silhouetted against a vibrant orange and yellow sky. In the foreground, a rocky beach with waves crashing against the shore is visible. A single bird is seen flying in the upper left portion of the sky.

Thank you

 **CIE** *Automotive*