GENERAL SHAREHOLDERS' MEETING

May 2026

CIE Automotive

Fulfilling Is just the Beginning

CLOSING 2025

GUIDANCE
2026-2027

Q1 2026
RESULTS

CLOSING

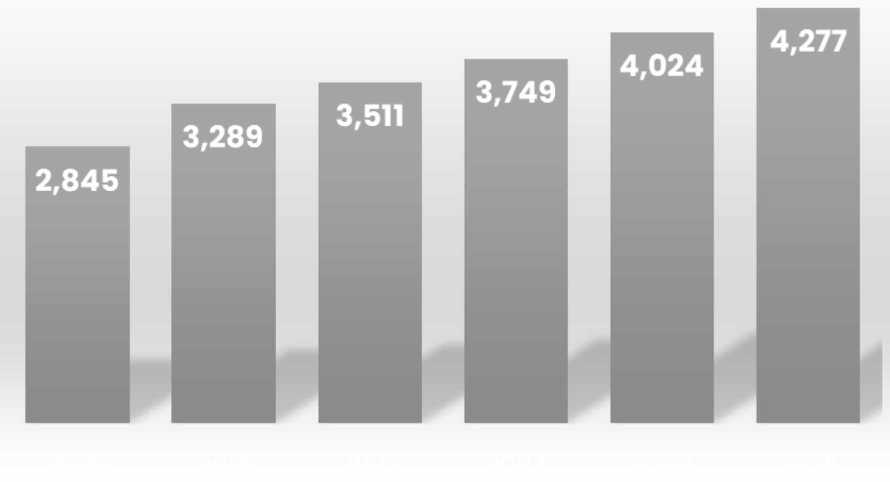
01

CLOSING 2025

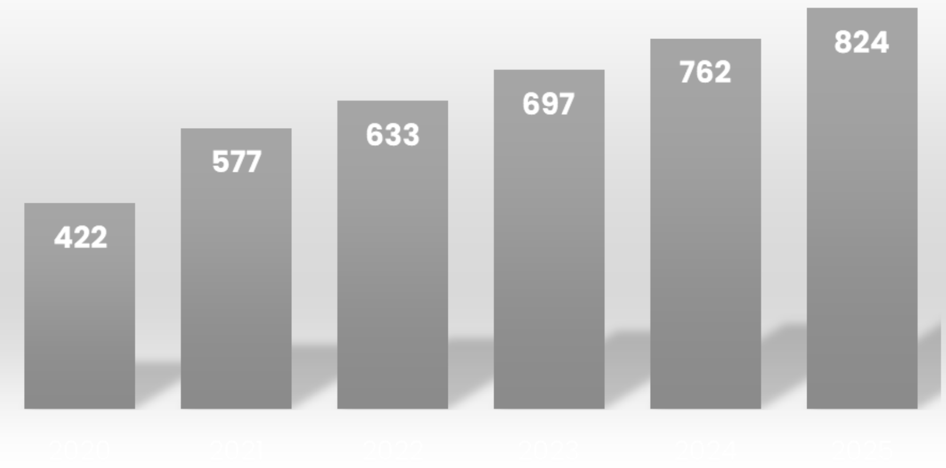
1. STARTING POINT

Ambitious challenges we set in December 2020

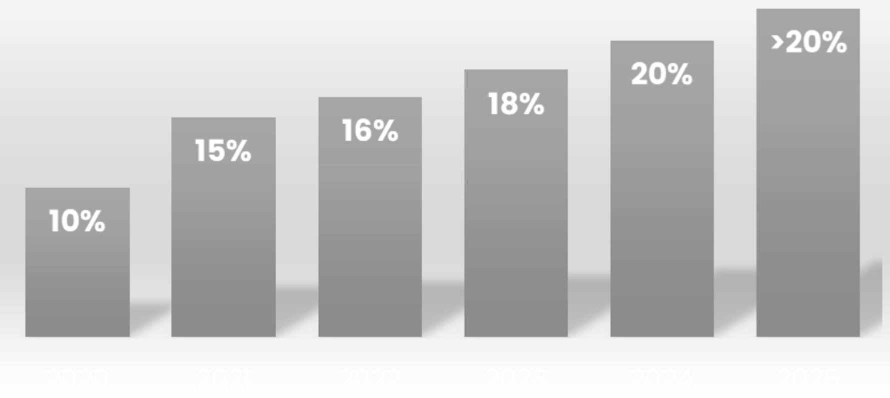
To increase sales by 50%



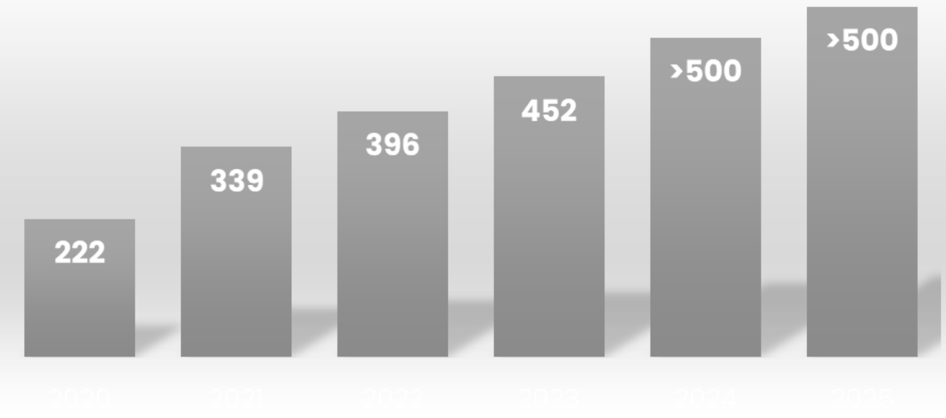
Nearly, to double EBITDA



To exceed 20% of RONA in 2025



To generate more than €500 m of O.C.F.



2. CONTEXT

A plan designed for an environment very different from the one we have experienced

- A less favourable market in terms of volume
- Significantly higher cumulative cost inflation
- A more restrictive financial environment
- Conversion effect relative to the reference exchange rate

3. 2025 RESULTS

2025, record results in a challenging environment

REVENUE AND MARKET SHARE

€3.96 billion

+2.1% versus 2024 in constant currencies
+1.7pp versus the market

EBITDA

€746.2 million

+2.5% vs. 2024
18.9% margin

NET PROFIT

€335.8 million

+3.1% vs. 2024
8.5% margin

CASH FLOW FROM OPERATIONS

€506.5 million

70.6% of EBITDA

ADJUSTED NET DEBT

€899.2 million

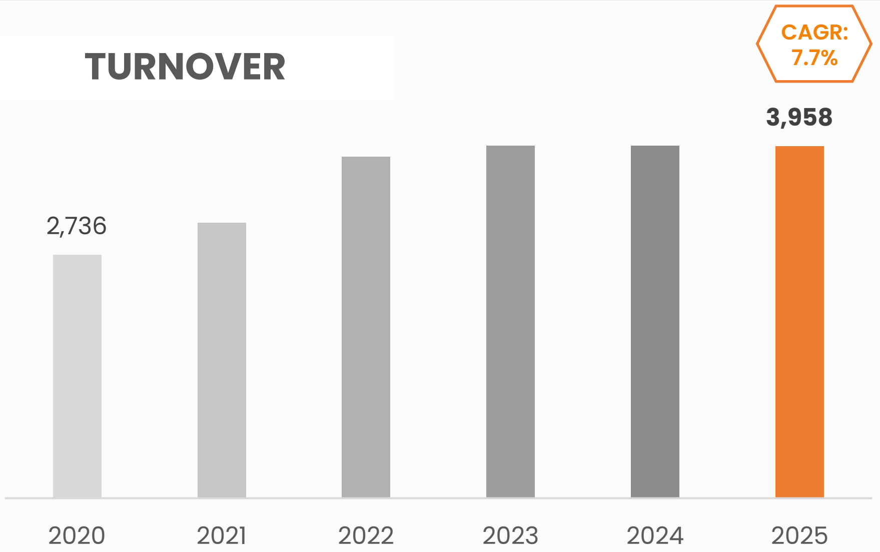
-8.9% vs. 2024
NFD/EBITDA: 1.18x

RETURN ON NET ASSETS (RONA)

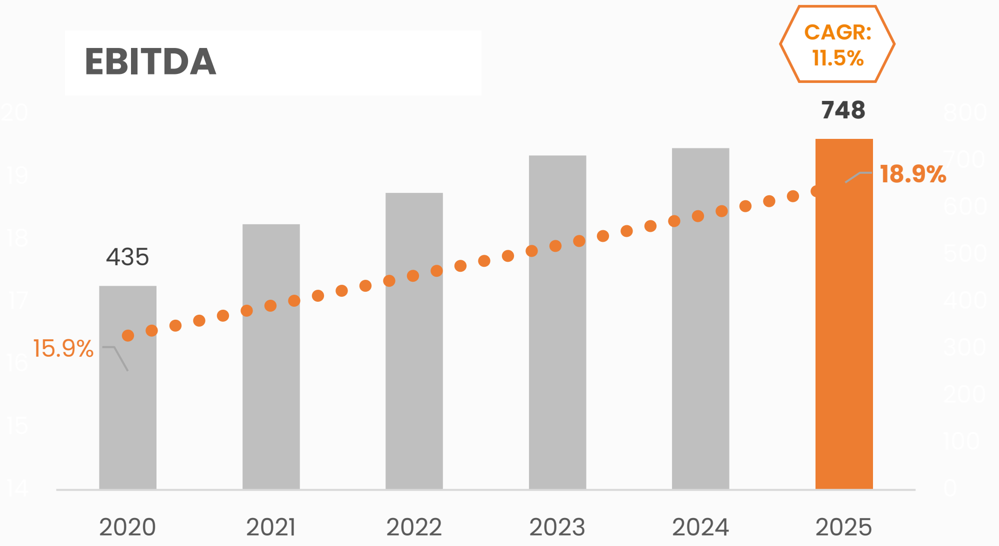
20.6%

4. THE BIG LEAP

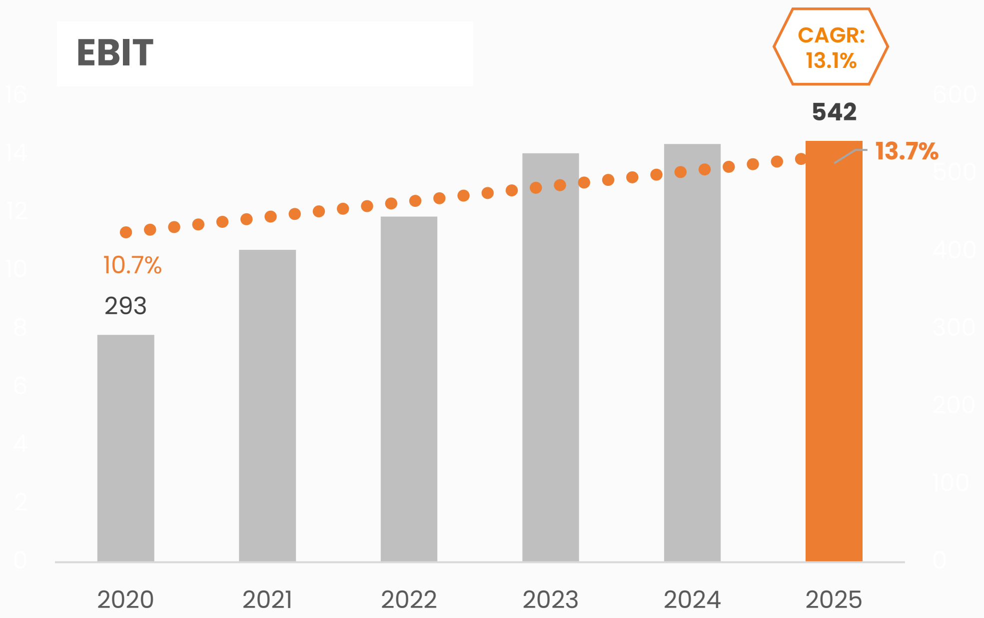
TURNOVER



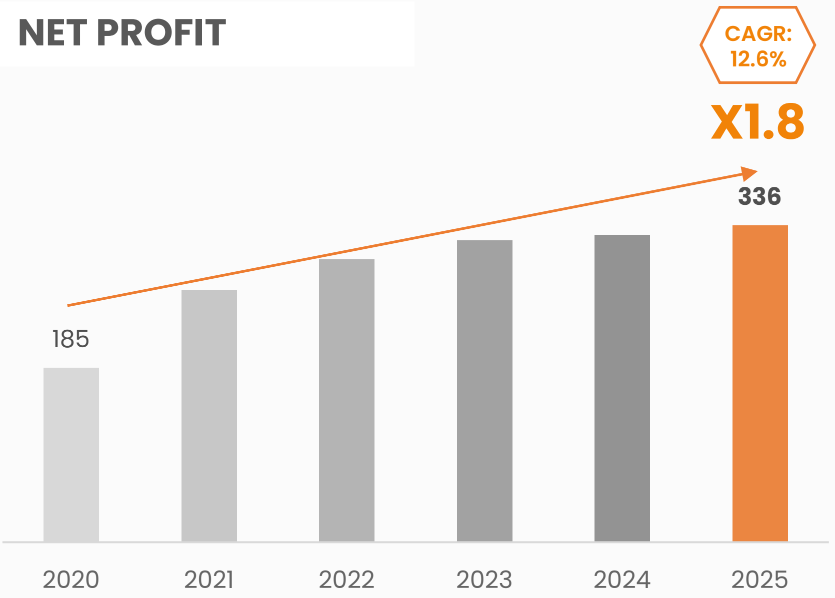
EBITDA



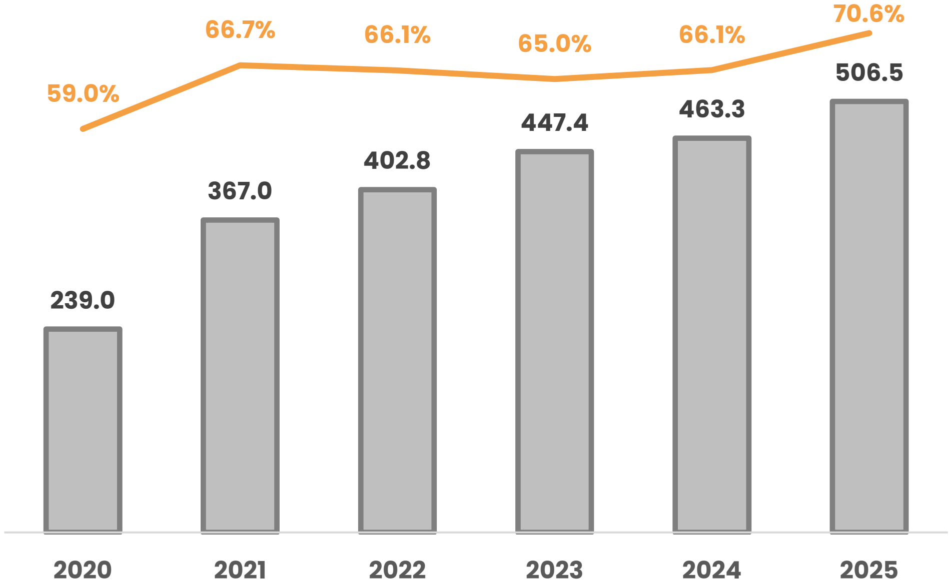
EBIT

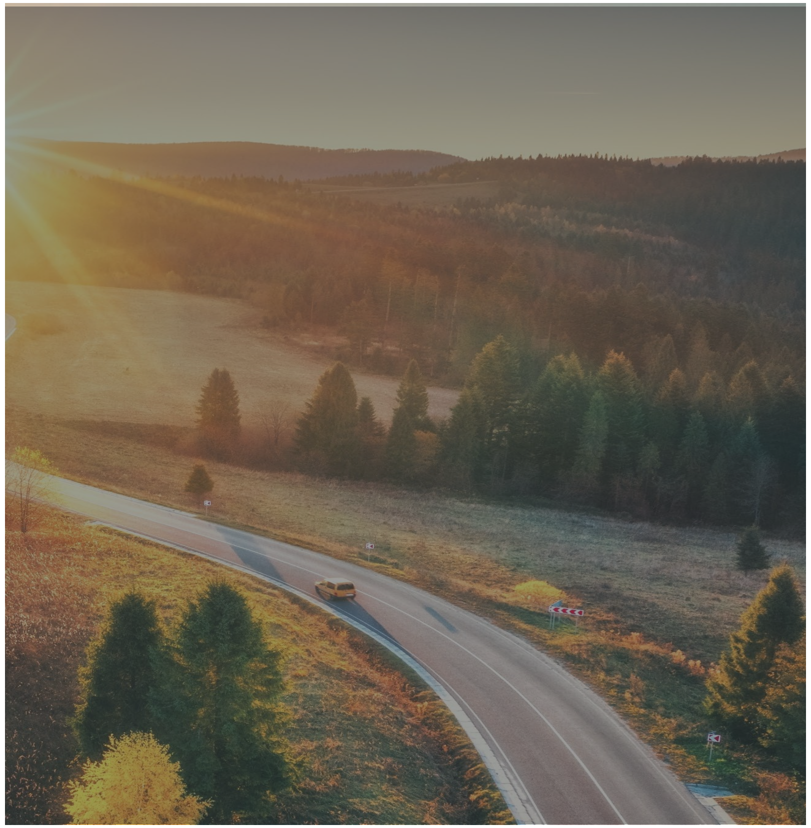


NET PROFIT



Operating cash generation (€m)





Total generation Strategic Plan 2021-2025:

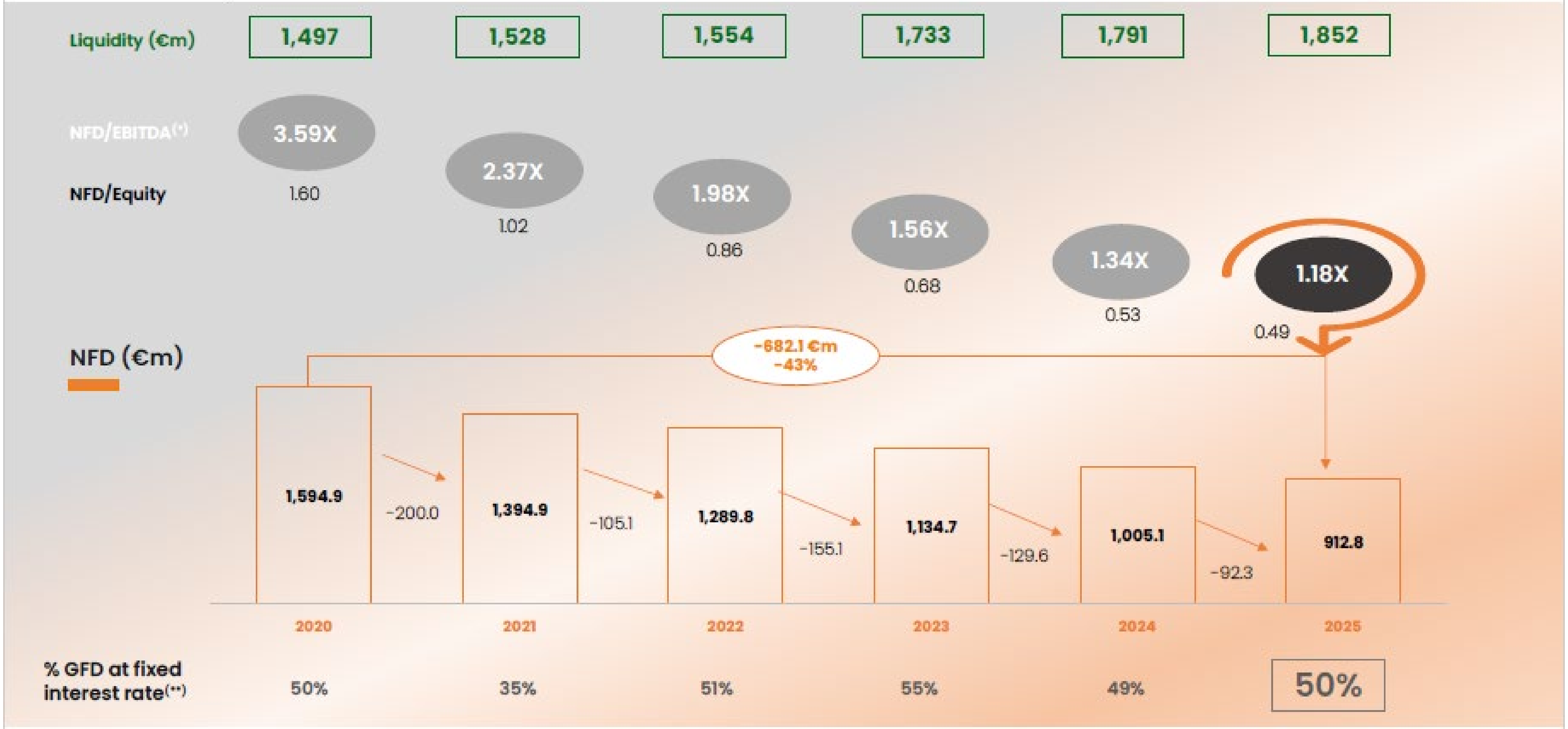
≈2,200 €m

% Operating cash/EBITDA 2021-2025:

>65%

- 2,200 €m in operating cash generated over the 5-year period, strengthening our capacity for investment, deleveraging,
- and value creation.

Strengthening our financial position



(*) Adjusted NFD and EBITDA data considering 50% of the Chinese JV SAMAP
(**) Gross financial debt (GFD) at fixed interest rate

5. 2025 STRATEGIC PLAN DELIVERED

We have fully met all the commitments of the 2021-2025 Plan

FULFILMENT OF OUR GROWTH TARGETS 2021-2025

	1	2	3	4	5
GUIDANCE 2025	**Revenue growth ≈20 percentage points** above market growth over the five-year period	**An EBITDA over turnover margin** exceeding **19% in 2025**	**CAPEX ≈ €1 billion** over the five-year period, **≈5% of revenue**	Annual **income tax payment ≈2% of revenue**	**Sustained generation of cash** from operations equivalent to **≈65% of EBITDA, implying ≈500 €m starting in 2025**
COMPLIANCE 2021-2025	**Goal achieved**, thanks to strong organic growth in all geographies	**Goal achieved**, despite the impact of inflation on our cost base	**Goal achieved**, having invested an average of ≈5% of sales in these 5 years	**Goal achieved**, having paid corporate income tax ≈2% of sales in these period	**Goal achieved**, having generated >500€m of operating cash in 2025
	25 p.p. Outperformance	18.9% EBITDA	1,058 €m	2,2%* 2021-2025 average	66.9% 2021-2025 average

✓ Validating the consistency of our industrial model and our execution capabilities.

(*) 2.1% average after removing the WHT corresponding to the extraordinary dividends distributed from China in 2024-25

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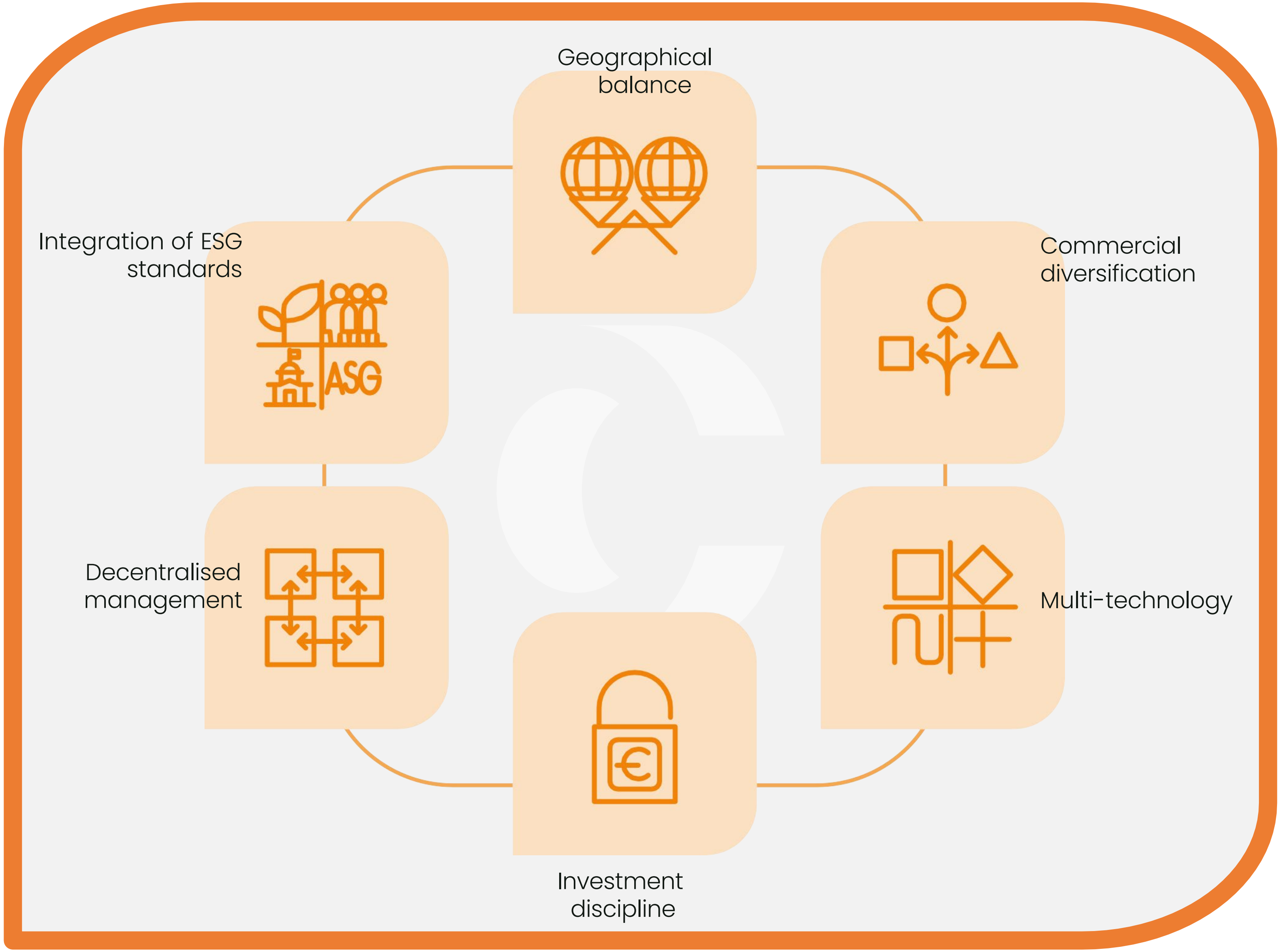
ESG COMMITMENTS COMPLIANCE

Emissions T CO_2/k€	Energy consumption kWh/k€	Waste management % waste for recycling	Supply chain % local purchases	Health & Safety ISO 45001	Sustainable borrowings
Target: -3% annual	Target: -2% annual	Target: 87.5%	Target: >70%	Target 2025: 100% certified factories	Target 2025: >50% GFD & >70% NFD
Actual 2021-2025: **-41.98%**	Actual 2021-2025: **-18.71%**	Actual 2025: **81.9%**	Actual 2025: **77%**	Actual 2025: **100%**	Actual 2025: **68% GFD and 100% NFD**

Following the monitoring of the 79 KPIs during the ESG 2025 Plan, we validate the implemented system and reaffirm our commitments to sustainability

6. VALIDATION OF THE MODEL

We have validated a robust and consistent industrial model



- ✓ Consistent results throughout the cycle
- ✓ Ability to adapt to different environments
- ✓ Consistent implementation across all business units

6. VALIDATION OF THE MODEL

A model that works just as effectively anywhere

N.America	Europe	Brazil	India	China
EBITDA 19.5%	EBITDA 18.2%	EBITDA 19.8%	EBITDA 18.2%	EBITDA 19.8%
EBIT 13.7%	EBIT 12.4%	EBIT 16.5%	EBIT 14.5%	EBIT 14.3%

CIE AUTOMOTIVE – EBITDA 18.9% – EBIT 13.7%

Profitability depends not on where, but on how

- ✓ Consistent profitability across different regions
- ✓ A multi-location model that reduces risks
- ✓ Ability to adapt to markets with different dynamics

6. VALIDATION OF THE MODEL

Technology neutrality and adaptation to a non-linear sector transition

- Supporting customers through an uneven transition
- Ability to operate with the same reliability in electric, hybrid or combustion vehicles
- Eco-design and an updated quality model to offer flexible and sustainable solutions
- No risk of technological concentration

Key milestones of the year

Achieved an "Excellent" rating in the ISO 20400 Sustainable Procurement certification.

Acquisition of Engrecon for €15.8 million, specialising in the manufacture of gears and transmision components.

Participation in Automotive Manufacturing Meetings Madrid, one of the leading trade events for the automotive supply chain in Spain.

CIE receives the Golden Peacock Global Award for ESG in London, presented by the Institute of Directors (India).

Opening of the multi-technology plant CIE Metal Norte (Saltillo, Mexico), strengthening our industrial capacity in North America.

Acquisition of Techniplas Brasil for €65 million, which is renamed CIE Autometal Piracicaba, expanding capabilities in high-complexity plastics.

Announcement of the signing of the Aludec deal for €200 million, marking the creation of a new division for aesthetic components within the group.

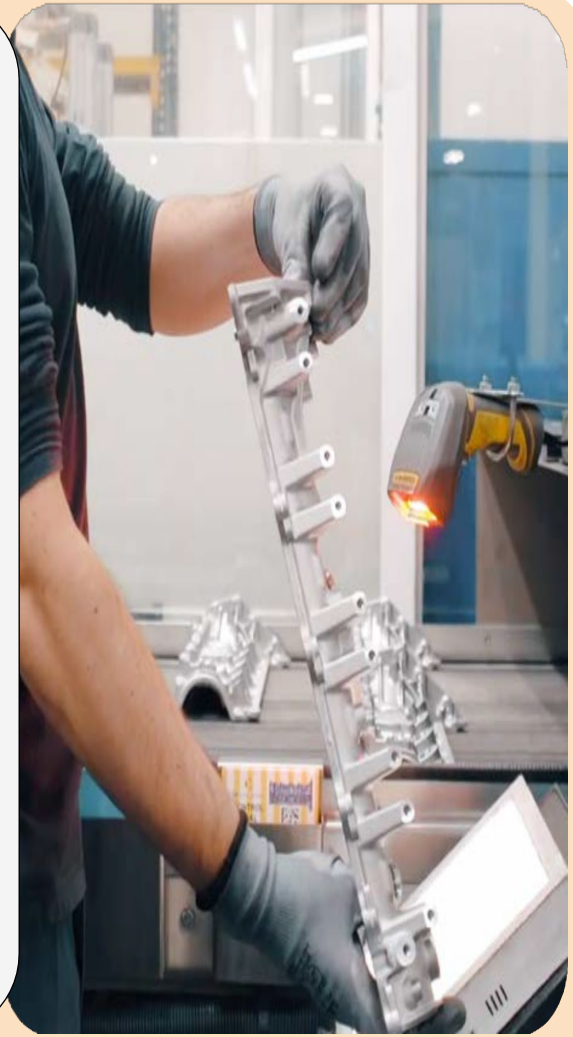
7. HOW WE MADE IT HAPPEN

A global organisation that is aligned, committed and efficient

We invest significantly in the wellbeing and social protection of our employees in all the regions where we operate

We promote talent development as a key driver of competitiveness and sustainable transformation

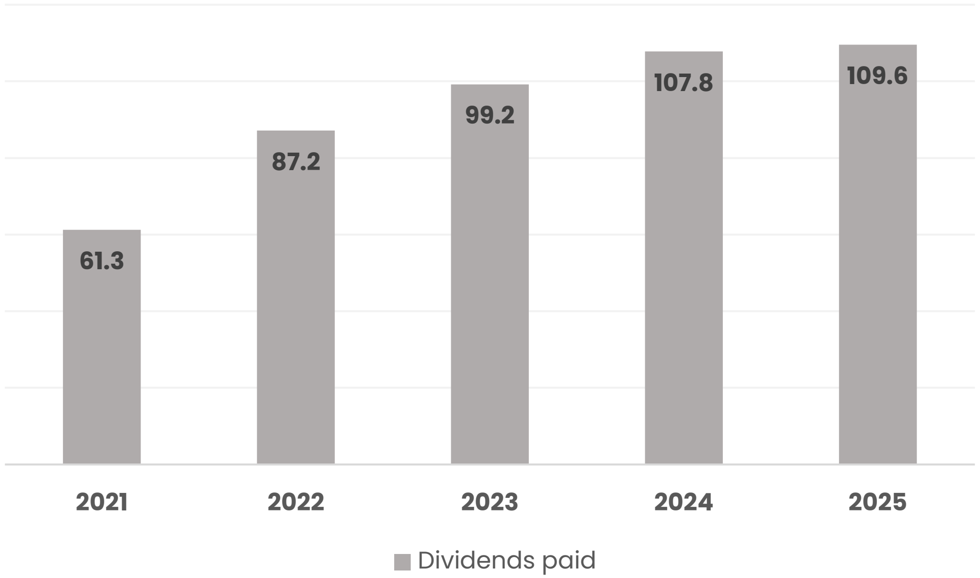
We foster a culture of participation and prevention, where people's involvement and safety are essential pillars of our business model



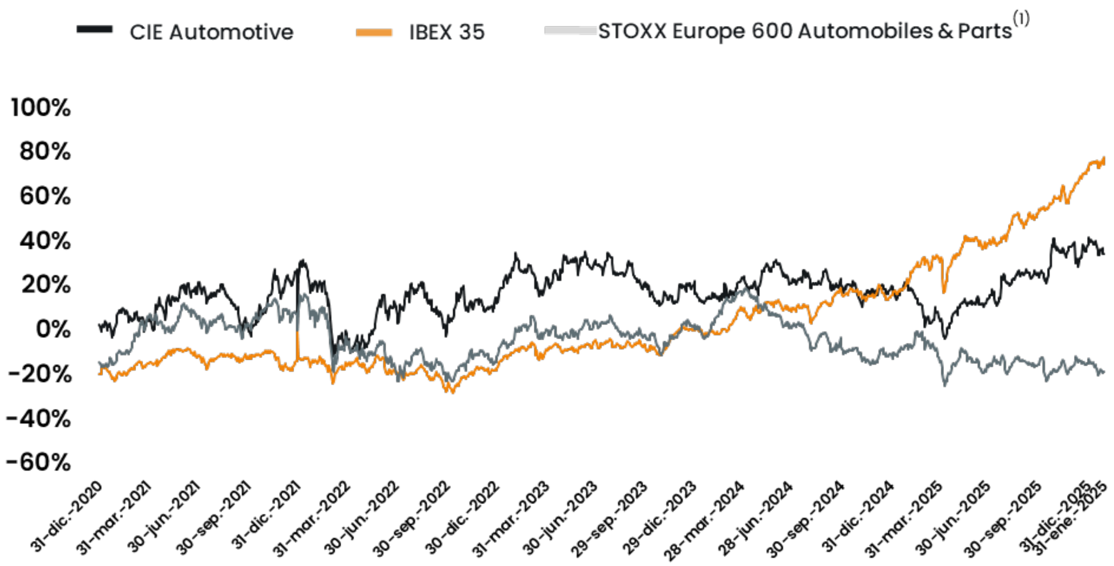
8. COMMITMENT TO SHAREHOLDERS

Constant value creation for shareholders

Shareholder Remuneration (€m)



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

Total Remuneration Strategic Plan 2021-2025:

≈ 550 €m

** Includes 57.1 €m of share buyback in 2022 and 27.4 €m in 2025*

- Cumulative share price appreciation of +35% over the 2021-2025 period.
- Maximum of €33.0 (27 February 2026)
- Current average target Price around €34.65, with some pointing to €38.

- We have fully implemented the 2021-2025 Plan
- We have done so in a more challenging environment than anticipated
- We conclude this cycle with a proven model and a stronger financial position

CIE Automotive

GUIDANCE 2026-2027

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*

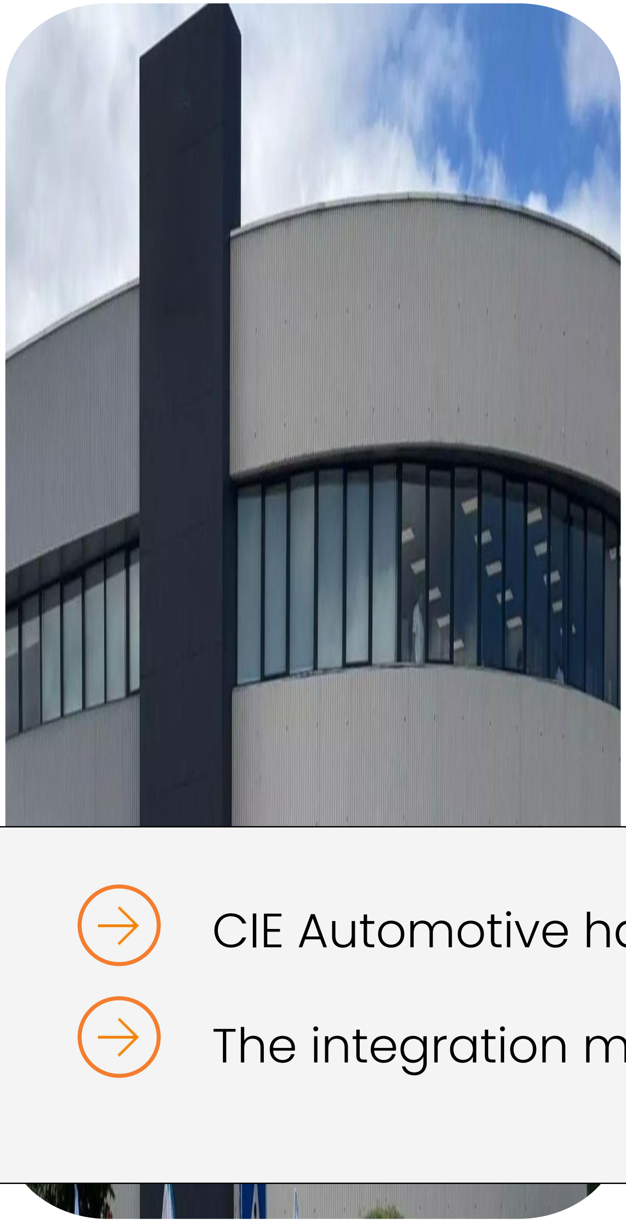
*Payout of **50%** in 2027*

M&A ACTIVITY

Focused on the integration of the newly acquired companies

Q1 2026 RESULTS

ACQUISITION OF ALUDEC COMPONENTES



- ALUDEC Componentes S.L. commenced operations in 1984 as part of ALUDEC Ibérica..
- In 2016, the current Ponte Caldelas facilities were established, comprising a 6,000 m² manufacturing site dedicated to adhesive production, screen printing, enameling, and the assembly of a wide range of interior and exterior decorative components for the automotive sector.
- Aludec employs approximately 1,300 people,
- & operates 8 production plants across four countries: Spain, Portugal, Mexico, and the United States.

- CIE Automotive has completed the acquisition of 100% of Aludec for €200 million.
- The integration marks the creation of a new aesthetic components division.

FOREIGN EXCHANGE IMPACT IN MARCH 2026 VS. 2025

CURRENCY TRANSLATION EFFECT ON

TURNOVER **-60,0 €m**

EBITDA **-11,7 €m**

EBIT **-9,0 €m**

NET PROFIT **-6,2 €m**

Strong operating performance offsets FX headwinds, primarily concentrated in North America and India

2026 HIGHLIGHTS

OUTPERFORMANCE

+9.1 p.p.
vs. market*

NET INCOME

96.3 €m

+2.3% vs. 2025

PROFITABILITY

19.1% EBITDA MARGIN

14.4% EBIT MARGIN

Q1 2025: 19.0% y 14.4%

OPERATING CASH FLOW GENERATION

136.4 €m

70.5% of EBITDA

Q1 2025: 126.1 €m; 68.3%

A unique model in the sector

Leading growth, significantly outperforming a flat market environment

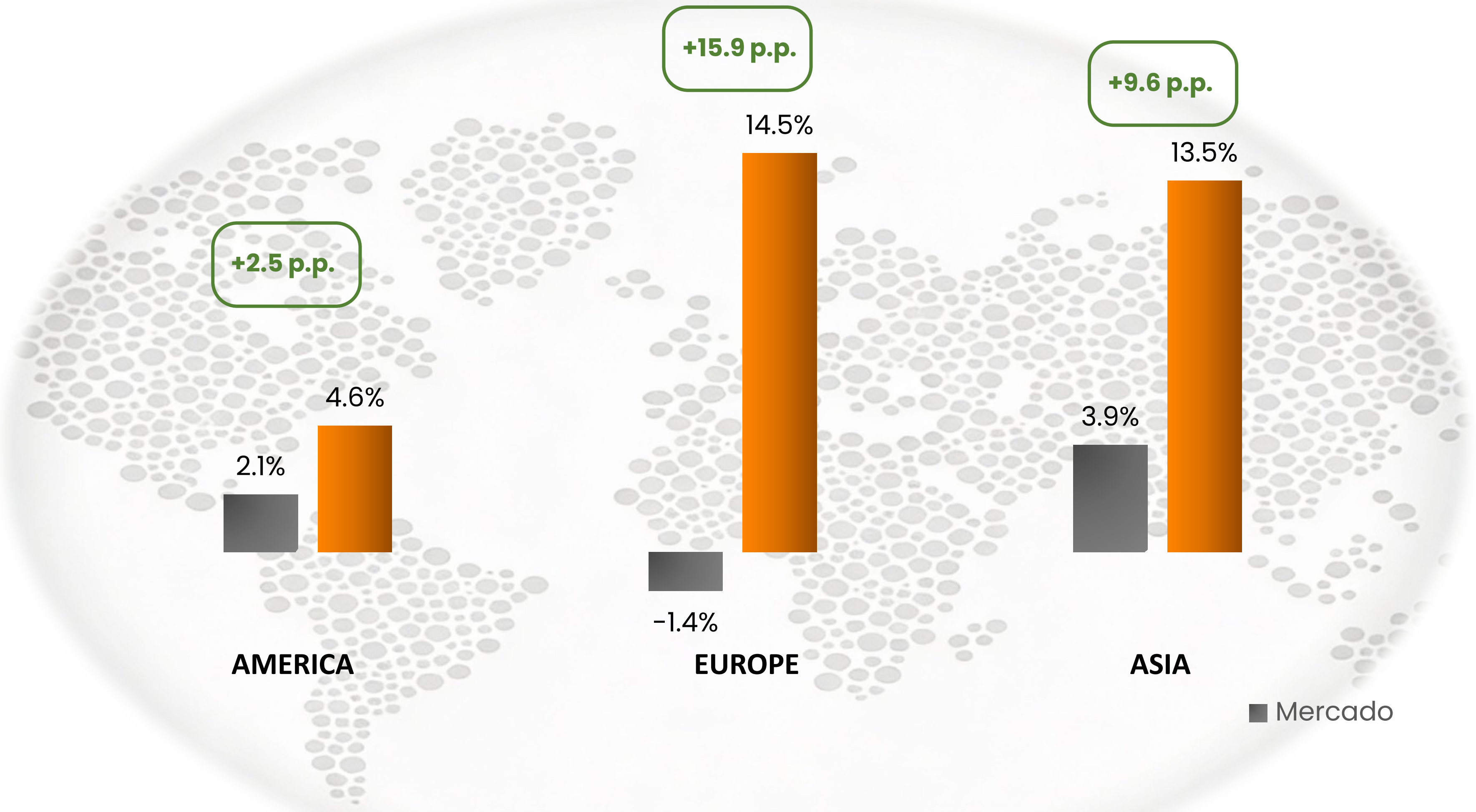
Financial rigor and discipline allow us to differentiate ourselves and consolidate our position in an uncertain global context

Global and local profitability at excellent levels, reflecting the strength of our operating model

Exceptional cash generation to grow, invest, and reward shareholders while maintaining a robust balance sheet

- *Light vehicle production data weighted by CIE's* geographic mix contributions – *Source: IHS Vehicle Production – Global light vehicle market*

SALES PERFORMANCE 2026 vs 2025 - March



Market* +1.3%

CIE +10.4%

+9.1 p.p.

At constant exchange rate

Source: IHS Vehicle Production April 2026 (3 months 2026 – % unit growth) – Global light vehicle market
2026 sales include 5.2% inorganic growth
•Light vehicle production data weighted by CIE's geographic mix contributions

Q1 RESULTS

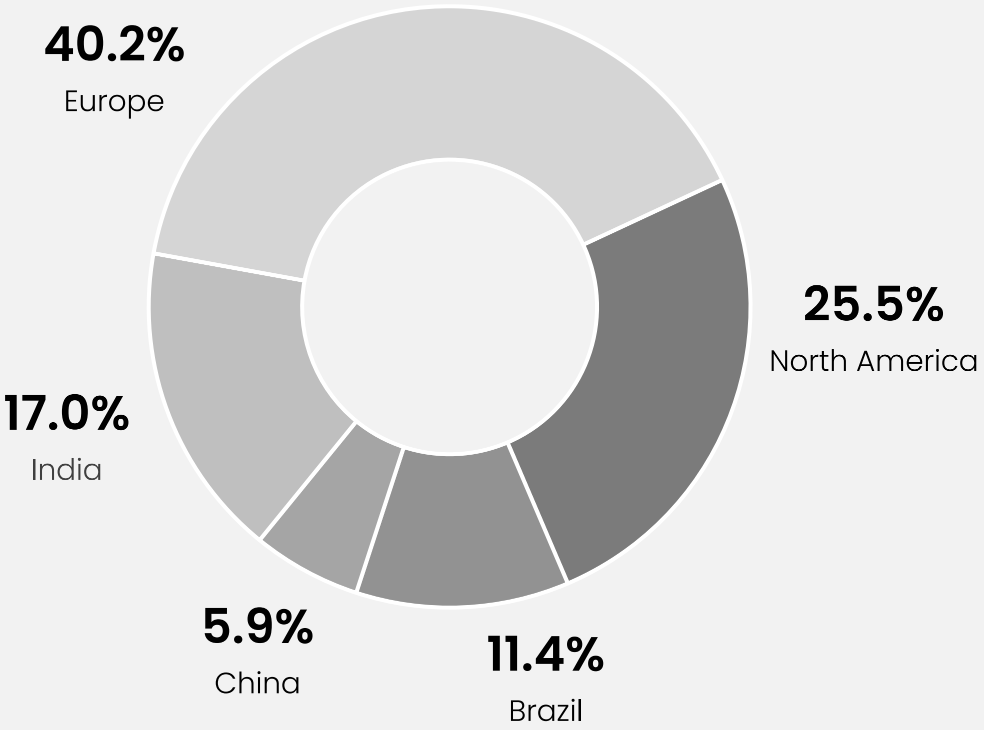
(€m)	2025	2026
Turnover	1,012.9	1,052.3
EBITDA	192.0	200.5
% EBITDA / turnover	19.0%	19.1%
EBIT	146.3	152.0
% EBIT / turnover	14.4%	14.4%
EBT	130.7	134.2
Net income	94.1	96.3

Strong execution with profitable growth in a challenging environment, adversely impacted by unfavourable currency fluctuations, without impact on operational strength or margins, which remain at exceptional levels and well above typical industry standards

GEOGRAPHICAL BALANCE

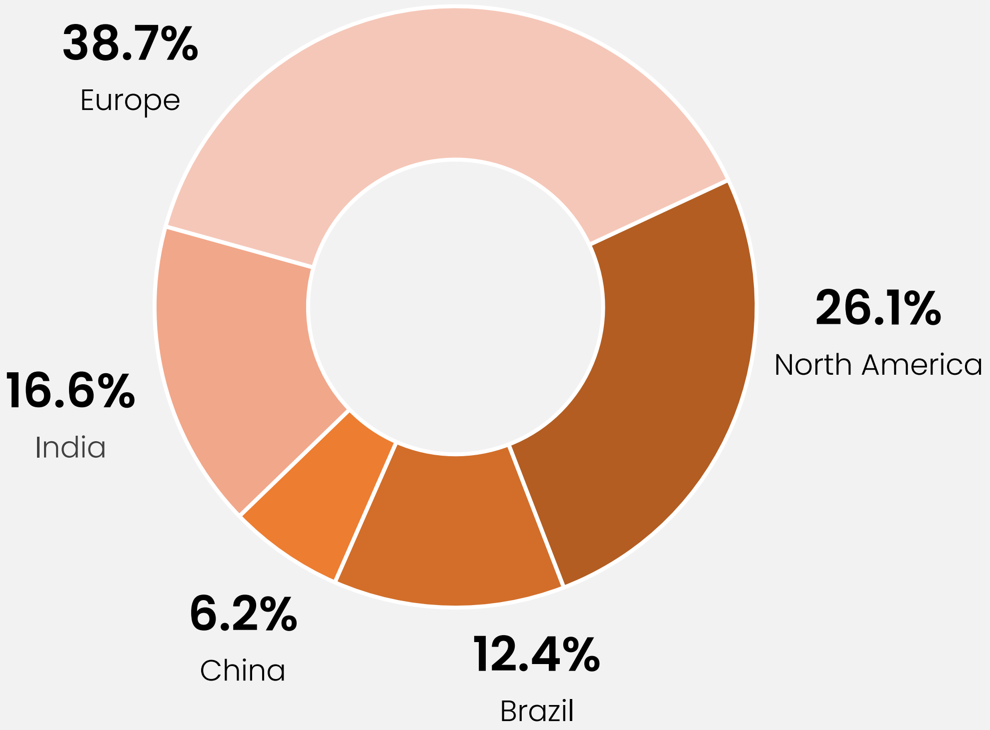
TURNOVER

1,052.3 €m



EBITDA

200.5 €m



FINANCIAL POSITION 2026

CASH FLOW MARCH 2026 (€m)

EBITDA	200.5
Financial expenses	(10.8)
Maintenance Capex	(16.6)
Tax Payments	(29.7)
IFRS16[1] Leases	(7.0)
OPERATING CASH FLOW	**136.4**
% EBITDA[2]	70.5%
Growing Capex	(45.7)
Net Working Capital Variation	4.6
Other movements	(1.6)
Cash flow	93.7
Business combinations and previous acquisitions payments[3]	(173.0)
Dividend payments and treasury share transactions	(61.4)
NFD variation	(140.7)

Comparative ratios

	2025	Q1 2026
NFD	912.8	1,053.5
Adjusted NFD*	899.2	1,041.3
NFD/EBITDA*	1.18X	1.32X
OPERATING CASH FLOW	506.5	136.4
% EBITDA[2]	70.6%	70.5%
Liquidity	1,851.8	1,577.9
% 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

(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 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

CIE Automotive

04

CLOSING

We keep our promises.
We are building on our strengths.

Solid profitability • Cash generation • Rising remuneration

CIE Automotive