Gestamp

FIXED INCOME INVESTOR PRESENTATION

September 2025

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EXECUTIVE SUMMARY

Business overview

- Gestamp Automoción S.A. ("Gestamp" or the "Company") is one of the world's leading automotive suppliers[1], specialized in the design, development, and manufacturing of advanced body, mechanism and chassis components for OEMs. More than 50% of vehicles produced worldwide annually are carrying Gestamp parts
  - **Innovative & diversified portfolio:** Gestamp is committed to delivering a well-diversified technological and innovative portfolio of products to make vehicles lighter, safer, and more energy-efficient
  - **Long term agreements:** With a typical 6-7-year contract duration with OEMs for parts supplying
  - **Backlog:** Robust 5-year backlog providing long-term visibility over 90% of revenues
  - **Global Scale:** Operating in 24 countries with more than 44.000 employees through 115[2] manufacturing plants and 13 R&D centers, Gestamp's "local-for-local" strategy ensures close relationships with OEMs
  - **Listed Company:** Gestamp is listed on the Madrid Stock Exchange, with a market capitalization of c.€1.9bn[3]

Financial update
(H1-25)

- The Company continues to demonstrate solid financial performance:
  - LTM H1-25 Revenues of €11,705m and EBITDA of €1,293m (c. 11% margin) with margin stability being driven by cost control, measures and constructive customer negotiation
  - Robust FCF[4] generation supported on well-invested asset base with a continuous focus on de-leveraging

1. By revenues based on Company's internal estimates
2. 110+5 under construction
3. Market Capitalisation as of September 19th, 2025
4. FCF is defined as the change in Net Financial Debt, excluding changes in net debt arising from acquisitions or sales of Group shares, incorporation of debt from business combinations, capital contributions from non-controlling shareholders and dividend payments

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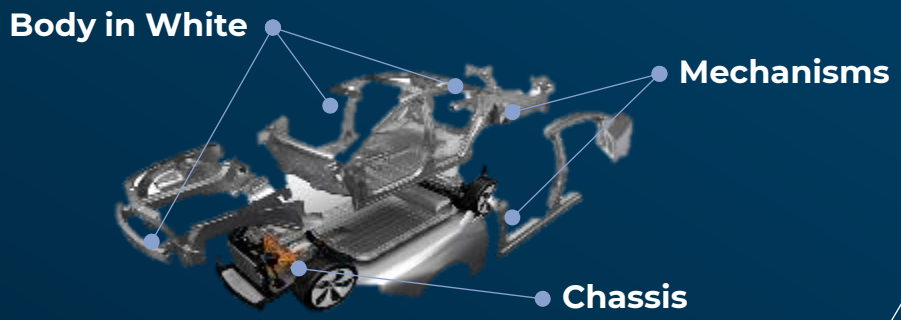
GESTAMP AT A GLANCE

About Gestamp

International leading Tier 1 auto supplier dedicated to the design, development and manufacturer of metal automotive components

Gestamp focuses on the innovative solutions to make vehicles safer and lighter, thereby reducing energy consumption and environmental impact

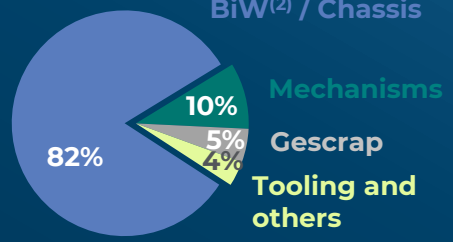
Products & Business



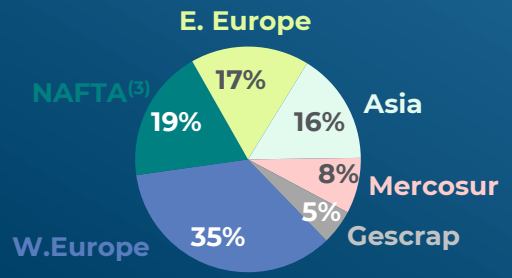
Global footprint

Revenue breakdown *(as of H1-25 LTM)*

By Business



By Region



Key KPIs *(as of H1-25)*

44,484 Employees

24 Countries

€11,705m LTM Revenues

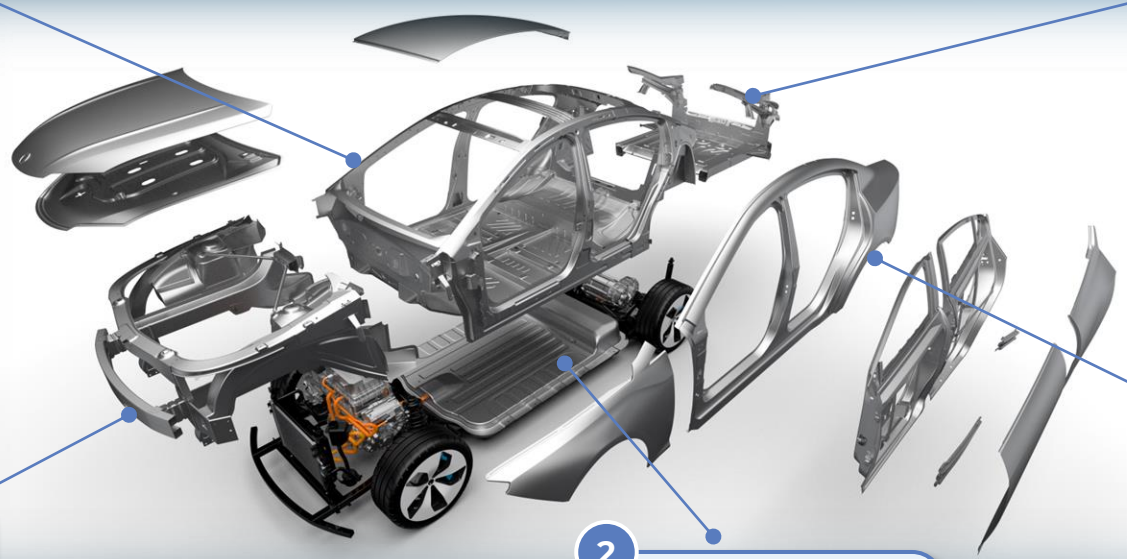
€1,293m LTM Reported EBITDA(4)

1. Includes 5 under construction
2. Body in White
3. North American Free Trade Agreement
4. LTM EBITDA of €1,316m excluding Phoenix Plan impact of c. €23m on P&L

MARKET LEADERS IN VEHICLE SOLUTIONS

Gestamp

Main areas of Gestamp's powertrain agnostic product applications



1 SAFETY CAGE
- Passengers' integrity
- Comfort

2 PLATFORM
- Driving dynamics
- Battery allocation

3 FRONT SYSTEM
- Occupants' protection
- Battery protection

4 CLOSURES & HINGES
- Lightweight
- Comfort

5 REAR SYSTEM
- Occupants' protection
- Battery protection

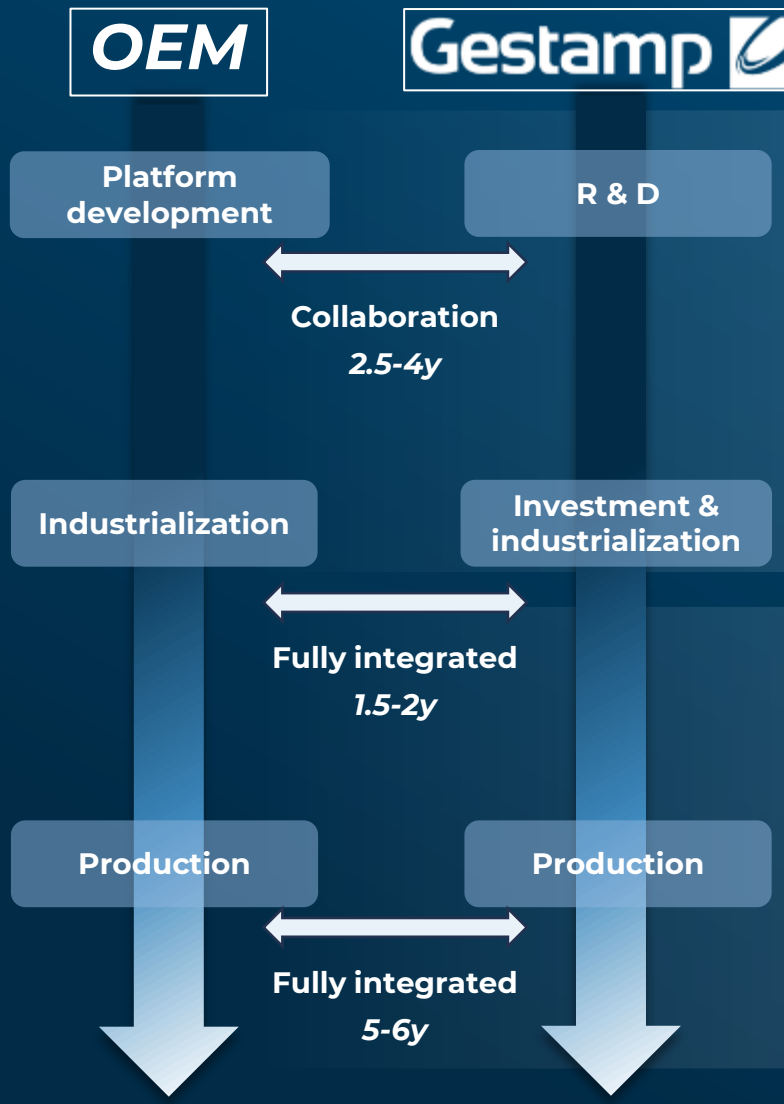
Propulsion agnostic and comprehensive product portfolio supplying over 1,200 vehicle models ...

... providing exposure to major industry growth trends driving increasing content per vehicle

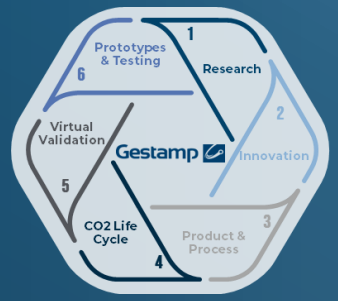
TIER-1 SUPPLIER – RESILIENT BUSINESS MODEL ACROSS THE AUTOMOTIVE VALUE CHAIN

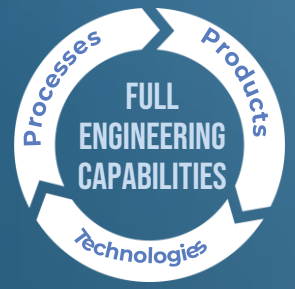
Gestamp

Embedded into the value chain from early platform development phase helping to foster strong partnerships…



Intensive relationship with OEMs …



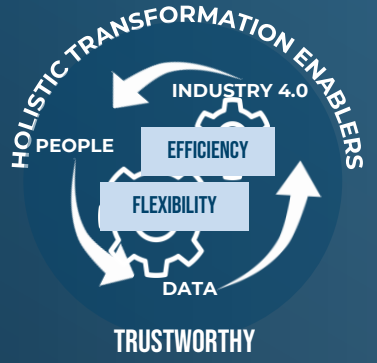


SAFER
New security regulations

LIGHTER
Increased efficiency

ECONOMICAL
Attractive cost-benefit ratio

… supported by



Operational excellence
Efficiency and flexibility key priorities

Best-in-class practices and standardization
Well-defined processes and targets

51.1 Bn€
5y –BACKLOG(1)
Long term visibility

1. Represents sales of parts that the company expects to record, including production and awarded business, over the period

TIER-1 SUPPLIER – GESTAMP'S PARTS ARE PRESENT IN >50% OF WORLD VEHICLES

...across a diversified base of high-quality customers and vehicle models

Long-standing and integrated relationships with OEMs across the globe ...

Investing in core parts for OEMs in exclusivity, being fully embedded in their supply chain for those platforms

115 WORLDWIDE FOOTPRINT PRESENCE

115 plants (110 + 5 under construction)

High entry barriers limit the new competitors' threat & long-term relationship with OEM

Gestamp THE PARTNER SUPPLIER

... as evidenced by a consolidated client base of Tier-1 traditional and new players

Non-exhaustive list of customers

BMW GROUP · BYD · Ford · GEELY · GM · HONDA · HYUNDAI · INEOS Automotive · LUCID · Mercedes-Benz Group · NIO · RIVIAN · RENAULT NISSAN · STELLANTIS · TESLA · TATA · TOYOTA · TOGG · VOLKSWAGEN GROUP · mi · JAECOO

Gestamp products in >50% of world annual production vehicles

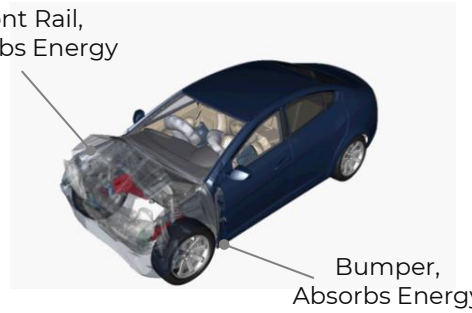
A BROAD PORTFOLIO OF TECHNOLOGICAL SOLUTIONS

Gestamp

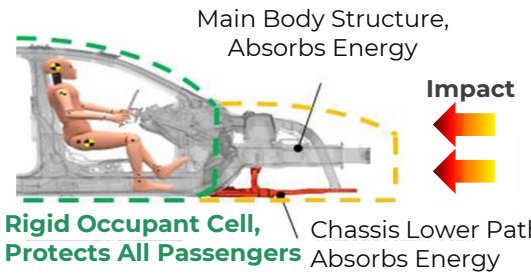
Wide range of products ensuring first-in-class safety and efficiency vehicle features

Gestamp Makes Car Structures Increasingly Resistant and Safe

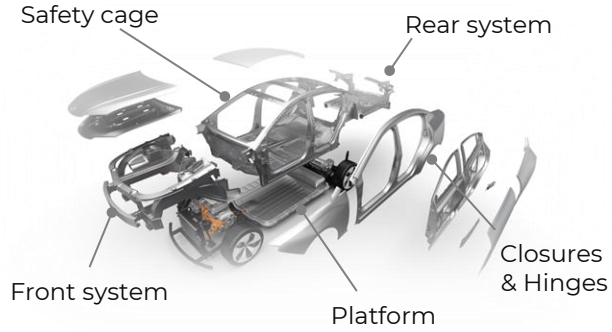
1 Gestamp BIW



2 Gestamp Chassis



3 Gestamp Components



Gestamp's Light-Weight Solutions and EV positioning Critical to Reach CO2 Targets

Levers to Meet Regulations in Gestamp's Domain

Weight Reduction	**CO_2 emissions reduction directly linked to vehicle weight reduction**	> Gestamp's **Hot Stamping solutions** as the answer for **weight reduction**
Powertrain Mix	**Powertrain electrification** and push of **alternative fuels** with ICE technology	> Gestamp is powertrain agnostic and well positioned to absorb upcoming growth, with **battery boxes** as potential upside

Technologies

- COLD STAMPING
- HOT STAMPING
- HYDROFORMING
- ALUMINUM EXTRUSION
- HEAT TREATMENTS
- COMPOSITES RTM/SMC[1]
- JOINING AND ASSEMBLY

Gestamp's innovative, cost-efficient solutions are driven by the Company's goal to make the "car of the future" safer and lighter, enabling cost efficiency while staying ahead of increasingly demanding regulatory requirements

1. RTM = Resin Transfer Molding; SMC = Sheet Molding Compound

STRATEGICALLY POSITIONED AGAINST UNCERTAINTY

Resilience against macro volatility

Gestamp is actively monitoring the ongoing changing situation to ensure a fast reaction against volatility in the sector…

Preserving Profitability	❖ Constant and constructive dialogue with customers ❖ Cost control measures at all levels of the organization (corporate and business line) ❖ Further flexibility measures to ensure cost efficiency and adapt to a more volatile and unpredictable environment
Strong Financial Profile	❖ **Strict capex** policy and actively revisiting existing programs, on the back of a well-invested asset base ❖ Keeping a **strong liquidity** level ❖ Actively managing **working capital**

Focus on tariffs

… which is already partially mitigated by our "local for local" business model

Local for Local	❖ Highly diversified global footprint with more than 115 production facilities (5 under construction) and 13 R&D centers in 24 countries over 4 continents ❖ Production and R&D facilities are located in close proximity to OEM plants to provide services locally that are tailored to individual customer expectations ❖ Local-to-local supply chain to facilitate just-in-time and just-in-sequence component deliveries

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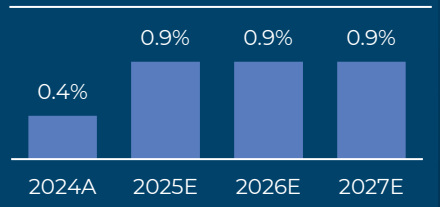
THE AUTOMOTIVE INDUSTRY: A STRATEGIC SECTOR FOR THE GLOBAL ECONOMY

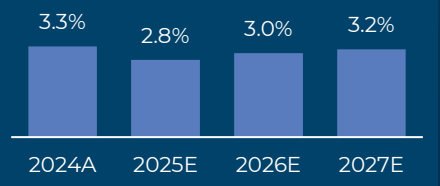
Gestamp

Resilient Mobility Growth Drivers

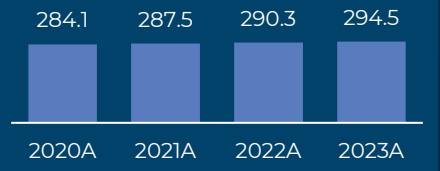
Global Population Growth



GDP Growth[1]



Cars on the Road in Europe[2] (m)



One of the main sectors generating employment of quality...

89.6 Million Light Vehicles produced in 2024

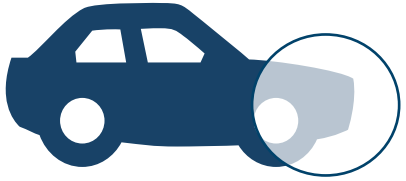
... and a strong contributor to world GDP

48 Countries Manufacturing vehicles in 2024

THE AUTO COMPONENTS SECTOR: STRATEGIC IN THE SUPPLY CHAIN

Manufacturers **Outsourcing** has been key in the automotive sector strategy

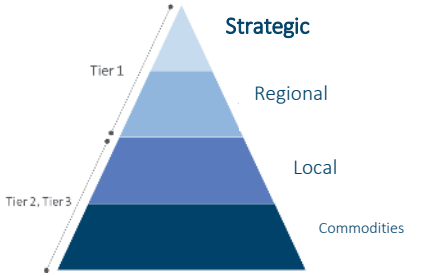
- Components manufacturing: BiW, chassis, plastics, chemicals...
- Pre – assemblies
- Modules
- Services



- Designing and development
- Final assembly
- Powertrain manufacturing
- Distribution and commercialization

An important **contributor to quality employment generation**

Original Equipment Manufacturers' success is based on fostering the **development of a strong components industry** that can walk alongside them



Strategic suppliers are first outsourcing option
- **Cooperation** based on co-development, shared investments
- **Global providers:** present in all regions

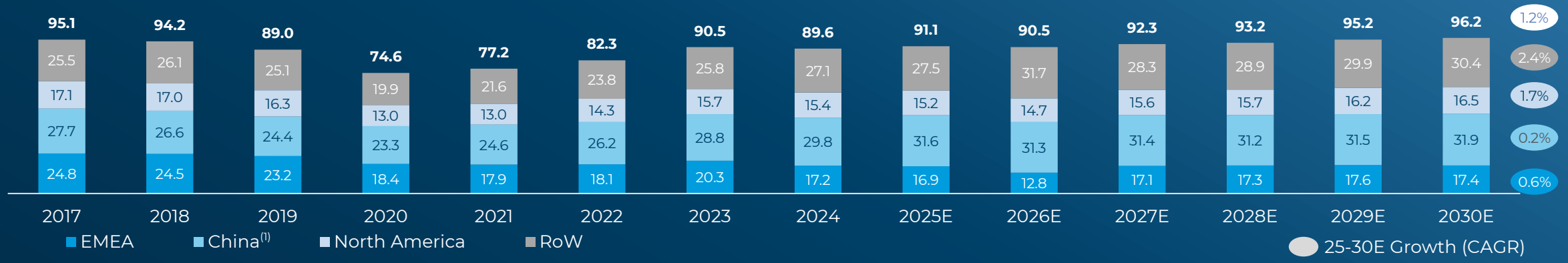
Source: IMF, ACEA, Production volumes in IHS geographies according to S&P Global Mobility data as of September 2025. Includes content supplied by S&P Global Mobility Copyright © [IHS_LV_Production_Bodystyle_Global_2025M09]. All rights reserved

1. According to IMF data.
2. Reflects cars across the European Union, European Free Trade Association, and the UK.

GLOBAL LIGHT VEHICLE PRODUCTION

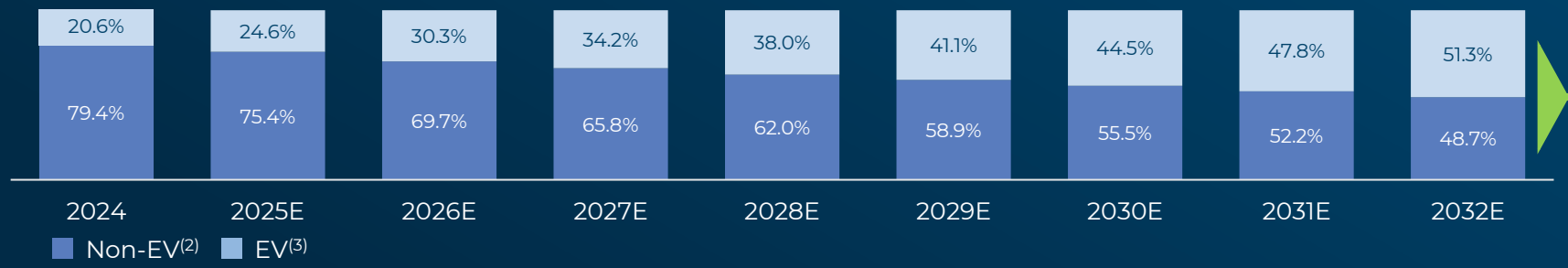
Recent years of volatility, with constructive recovery prospects ahead

Global light vehicle production by region (Mveh)



Structural powertrain mix shift ongoing, despite volatility in pace

Global vehicle production by powertrain (%)



By 2032 electrified production is expected to surpass Non-EV for the first time ever

Source: Production volumes in IHS geographies according to S&P Global Mobility data as of September 2025, with EV data as of latest available report (August 2025). Includes content supplied by S&P Global Mobility Copyright © [IHS_LV_Production_Bodystyle_Global_2025M09]. All rights reserved

1. Includes the mainland of the People's Republic of China, Hong Kong, Macau, and Taiwan.
2. Includes ICE,FHEV,MHEV.
3. Includes BEV, PHEV,FCELL,PFCEV.

AUTOMOTIVE SECTOR IN TRANSFORMATION

Gestamp

Electric vehicle: a strong disruption in the automotive sector

Technological level

CASE

Connectivity

Autonomous Driving

Shared Mobility

Electrification

Geographical and manufacturer level

LOCATION OF PRODUCTION

China establishing itself as a leading EV manufacturer and exporter

Europe and **North America** large producers, but remain below pre-COVID peaks

AUTOMOTIVE MANUFACTURERS

Traditional OEMs are progressively shifting to electric

Chinese manufacturers rapidly taking market share

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PRESENTATION

SUMMARY CREDIT HIGHLIGHTS

1. Leading Tier-1 Partner Supplier
2. Technology and innovation leader with well-integrated R&D capabilities
3. Global localized and diversified manufacturing footprint
4. Propulsion agnostic, balanced, and ready for the future and to capitalise on the outsourcing trend
5. Highly visible and resilient business model
6. Consistent history of market outperformance since IPO
7. Disciplined capital allocation
8. Highly experienced management, stable ownership

01 TIER 1 AUTOMOTIVE SUPPLIER WITH LEADING GLOBAL MARKET POSITIONS

Global leading Tier 1 supplier with scale, technology and long-standing client relationships

Gestamp in Global Rankings[1] by Product

Gestamp

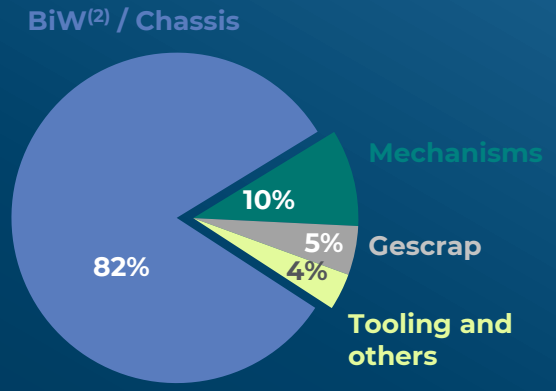
Body-in-White | Mechanisms | Chassis

Among Top 3 Auto Supplier in All Business Lines

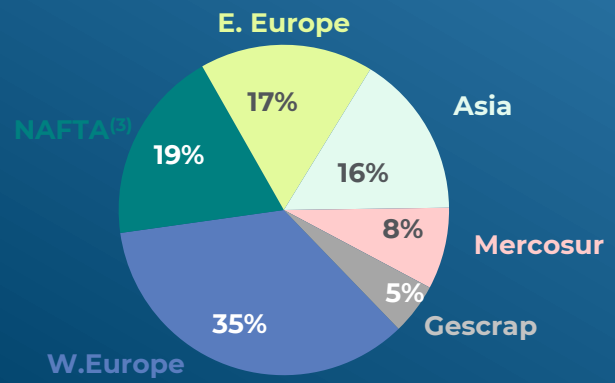
Gestamp Key Pillars to Become a Leading Supplier

- **Technology**
- **Globalization**
- **Operational Excellence**
- **Financial Robustness**

Revenue by Business (LTM June 2025)



Revenue by Region (LTM June 2025)



24 Countries	**47+** Different OEMs	**1,000+** Different Models
>38,000 Unique References Sold	**>50%** Global vehicles produced with Gestamp parts	

Gestamp's balanced global presence and broad portfolio positions it as a key resilient partner

1. As measured by FY24 revenue.
2. Body in white.
3. North American Free Trade Agreement.

01 TRUSTED PARTNER TO TRADITIONAL CLIENTS WHILE CONTINUING TO GAIN SHARE WITH EV NEW COMERS

Gestamp

Works with all traditional OEMs, with a diversified client base and helping newcomers succeed

Working with major OEMs within +1,000 MODELS across all markets

Expected increase in new players penetration by 2027

Client oriented strategy	Trusted relationship	Strong Geographic Diversification	Providing Industrial Capacity	Cutting Edge Proprietary Technologies	Transitioning to EV	Innovation
Focused on providing solutions for clients' needs in each geography	Based on providing products, processes and cutting-edge industrial capacity	Well balanced footprint to reduce dependency	Strong track record of delivering on time and with the required quality features	Product offering that offers solutions to ongoing industry challenges in a world that moves fast	Helping traditional clients in the evolution towards EV	To co-develop new solutions for their needs

Knowing clients well has helped Gestamp anticipate their needs

Note: EV includes BEV, PHEV, FCEV and PFCEV.

02 A BROAD PORTFOLIO OF TECHNOLOGICAL SOLUTIONS

Gestamp makes car structures across different technologies

Cold Stamping

- Ultra-Advanced generation of steels
- A-Class components in steel and aluminium

Hot Stamping

- Extreme size hot stamping parts
- Highly efficient processes

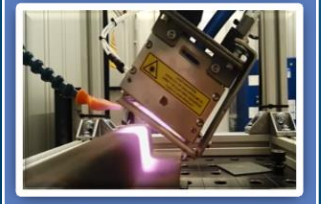
Hydroforming

- Highly efficient structural components
- Lighter components with improved stiffness and performance

Aluminium Extrusion

- High-end alloys
- BiW, Chassis and battery box product application

Heat Treatments



- Tailored material properties
- High geometric precision to improve part performance

Composites RTM/SMC(1)

- Great integration of functionalities
- Battery box related products and closures

Joining And Assembly

- Experts in automated processes
- Industry 4.0 and Flexible Factory approaches

Gestamp's innovative, cost-efficient solutions are critical to meet increasingly demanding regulation requirements

1. RTM = Resin Transfer Moulding // SMC = Sheet Moulding Compound

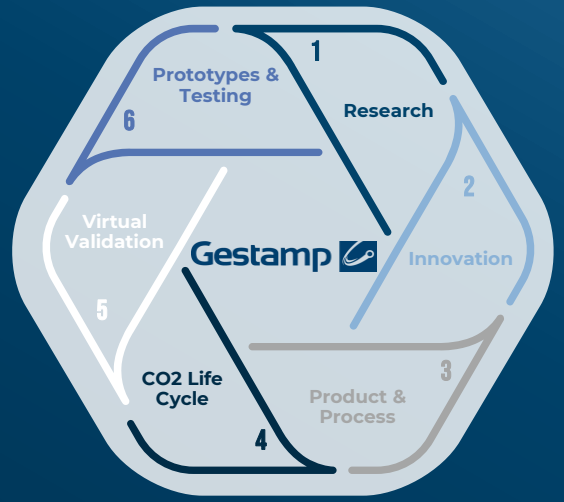
02 CO-DEVELOPMENT R&D STRATEGY: DRIVING INNOVATION THROUGH PARTNERSHIP

Gestamp

Key competitive advantages: R&D positioning, industrialization capacity and relationship with clients

13
R&D CENTRES

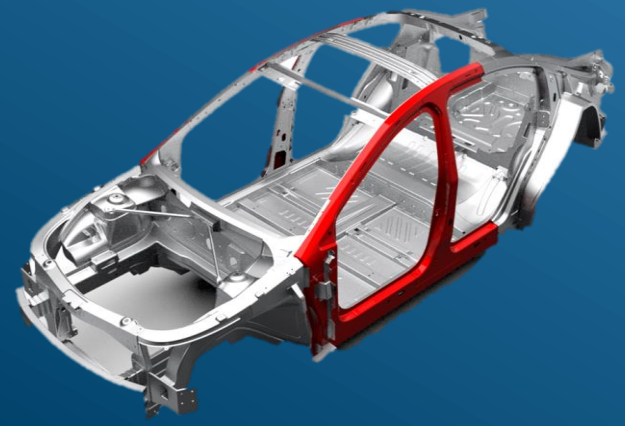
- ✓ All type of engineering capabilities
- ✓ Develop technology, materials and products
- ✓ Test our innovations and run co-development programs with OEMs



Co-Developments: Key Pillar

Co-Developments represent a win-win Strategy for OEMs and Gestamp

4 CO-DEVELOPMENTS IN 2010 ▶ **c.500** CO-DEVELOPMENTS IN 2024



Co-Developments: Success Story

- ✓ Weight Reduction
- ✓ CO2 Emissions Reduction
- ✓ Shortening assembly times at OEM facilities
- ✓ Simplifying vehicle assembly

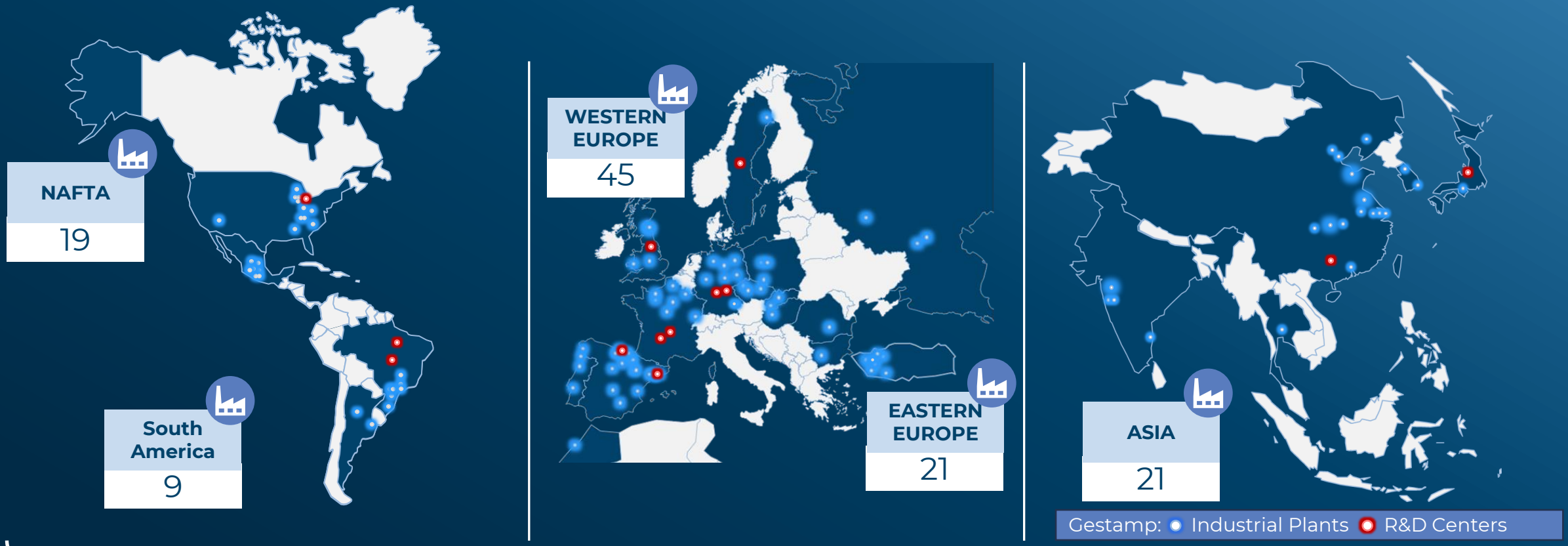
Productions and processes patented by Gestamp and in serial production in Europe, Asia and the Americas

Aligning with OEMs early to deliver smarter, lighter and safer vehicle solutions

03 LOCAL FOR LOCAL BUSINESS MODEL: A COMPETITIVE ADVANTAGE

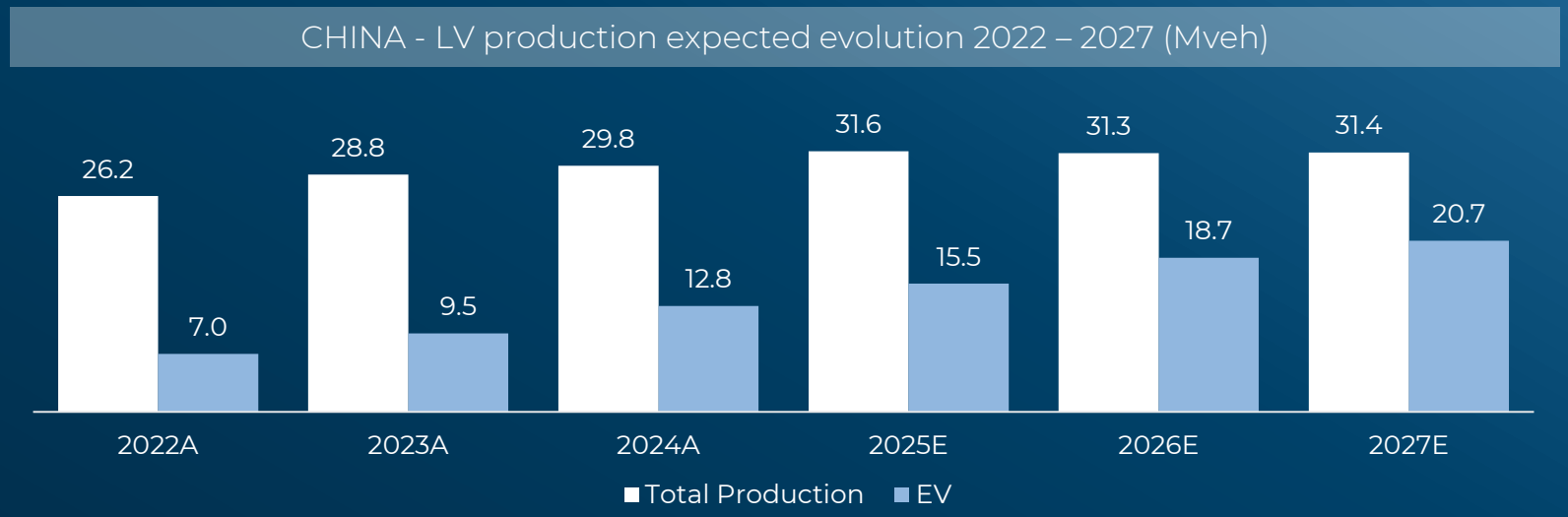
Gestamp

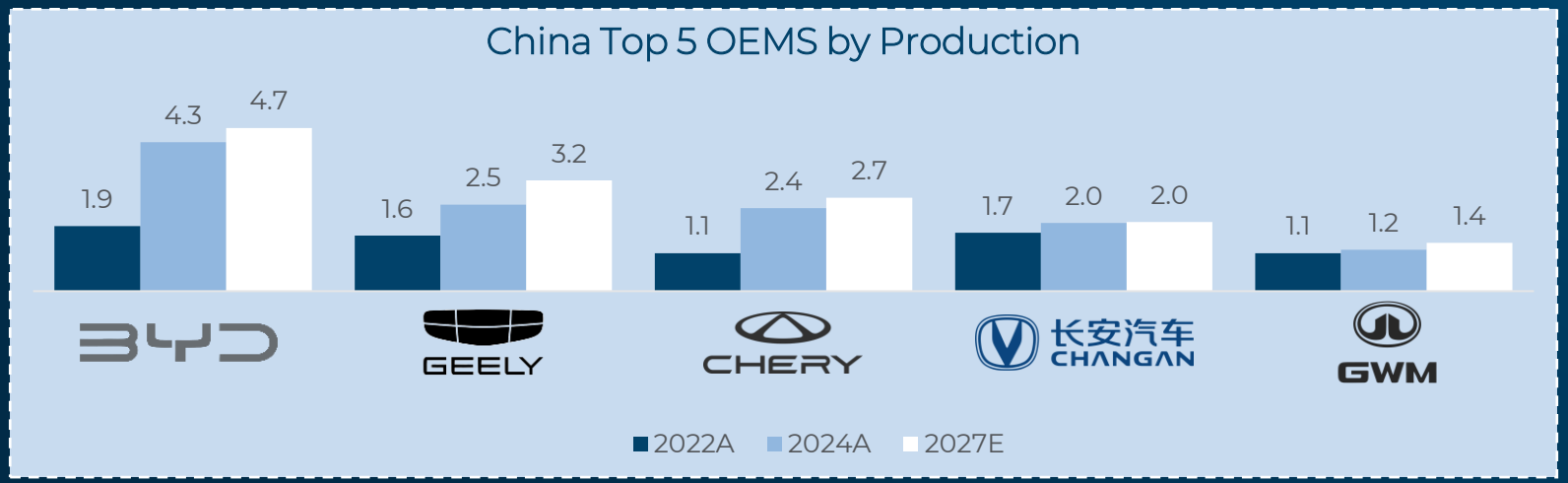
Proximity to OEMs enables faster response times, lower logistic costs and closer collaboration



110 PRODUCTION PLANTS + 5 IN CONSTRUCTION

03 GROWING IN CHINA: THE EMERGING NEW FORCE





The market

- ✓ **China** responsible for **70%** of **production of EV[1] vehicles in 2024**
- ✓ **Rapid growth** in **EV manufacturers**, with **new entrants gaining market share**
- ✓ **Since 2023**, China is the **#1 exporter of EVs**
- ✓ **Chinese OEMs** are **expanding internationally**, driven by strong local scale

Gestamp approach

- ✓ Selective growth through **EV proprietary products & technologies**
- ✓ **Growing exposure** to new **EV players**
- ✓ **Established footprint in China is 13 plants + 2 R&D centers**
- ✓ Best placed to support **Chinese OEMs** as they expand in Europe
  - Providing **know-how**, **reduction of time** and **money investment** to market newcomers

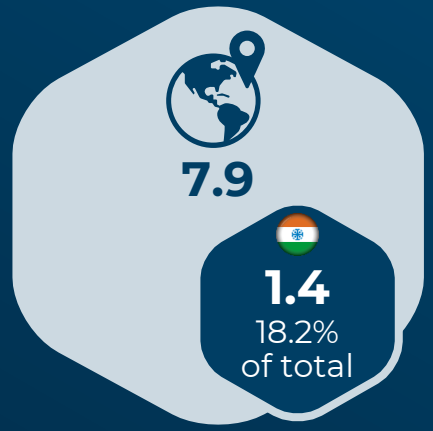
Source: Production volumes in IHS geographies according to S&P Global Mobility data as of September 2025, with EV data as of latest available report (August 2025). Includes content supplied by S&P Global Mobility

1. EV = includes BEV+FCELL+PHEV+PFCEV.

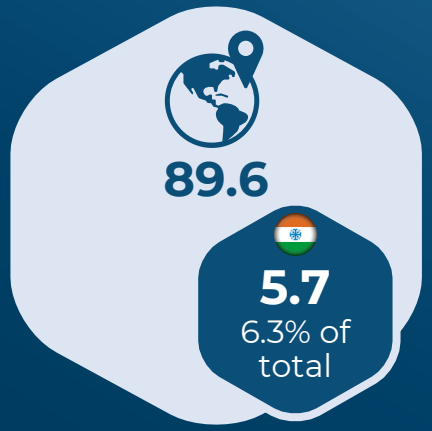
03 PREPARED TO CAPTURE THE INDIA MEDIUM TERM OPPORTUNITY

Gestamp

2024 population (bn people)[1]

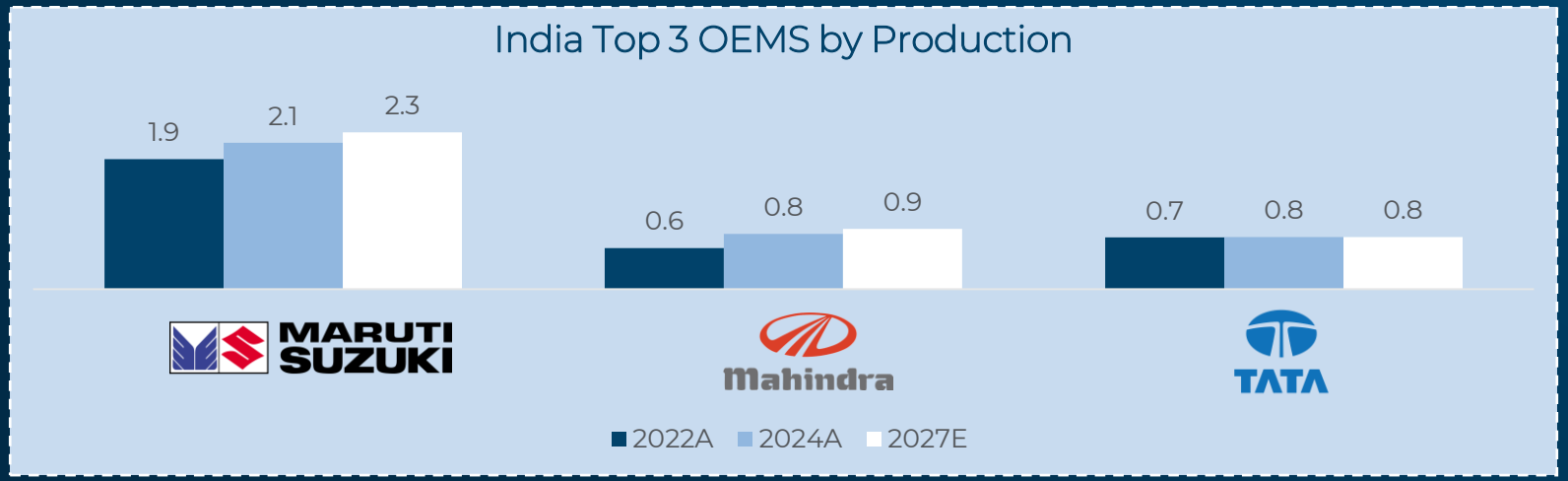


2024 LV production volumes (Mveh)[2]



The market

- ✓ **India** has one of the **lowest car penetration rates**
- ✓ **Strong GDP growth** on the back of large **macro tailwinds** (real GDP growth of c.6.2%)
- ✓ Production boosted by **shift to individual mobility**
- ✓ **New regulatory framework** expected soon, changing production landscape towards more **sustainable vehicles**



Gestamp approach

- ✓ Gestamp proprietary technology solutions to improve **safety car features,** amongst others
- ✓ **Growth exposure** to local and international OEMs in the market
- ✓ Well positioned to catch growth **with 4 plants in the country**

1. Source: IMF as of April 2025.
2. Production volumes in IHS geographies according to S&P Global Mobility data as of September 2025. Includes content supplied by S&P Global Mobility Copyright © [IHS_LV_Production_Bodystyle_Global_2025M09]. All rights reserved

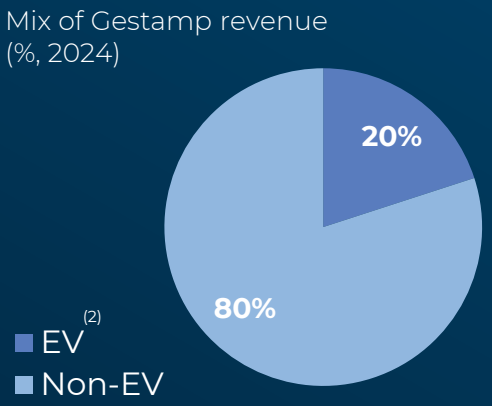
04 PROPULSION AGNOSTIC, BALANCED, AND READY FOR THE FUTURE AT ANY PACE OF DEVELOPMENT

Gestamp

Gestamp taking advantage of extension of the ICE lifecycle, and in parallel winning in CPV[1]-accretive electrification

Balanced exposure today

Mix of Gestamp revenue (%, 2024)



- ✓ Powertrain-agnostic product portfolio, offering flexibility to **adapt to different powertrain propulsion technologies**
- ✓ **Benefitting** from the extensions of current **ICE projects**
- ✓ Taking **advantage of extension of the ICE lifecycle**

Benefits from long term EV trend

Underbody development for EV

1. **Battery box**
   New products
2. **Crash structure**
   New resistant products
3. **Chassis**
   New complex, robust products
4. **Internal mechanism**
   New powered products

- ✓ **New safety requirements** for electrical vehicles
- ✓ **Need** for **lightweighting**
- ✓ **New BIW architecture** and **chassis adaptations**
- ✓ **Value–added products** driving customer engagement

Benefits from long term outsourcing trend

Delivering capital efficiency to traditional OEMs…

- ✓ Allows them to focus Capex on value-add CASE investments

… while empowering newcomer OEMs

- ✓ Reduction of time and money investment
- ✓ Providing complex manufacturing know-how
- ✓ Leveraging decades of Gestamp experience

Source: Production volumes in IHS geographies according to S&P Global Mobility data as of September 2025. Includes content supplied by S&P Global Mobility Copyright © [IHS_LV_Production_Bodystyle_Global_2025M09]. All rights reserved

1. Concentrated Photovoltaic
2. EV sales include all sales related to pure EV players + EV related products + hybrid full/plug-in vehicles. EV share calculated as: EV sales / sales of parts wo Intercompany (excl. Tooling & Ind. Equipment)

05 REVENUE VISIBILITY THROUGH A SOLID 5-YEAR BACKLOG

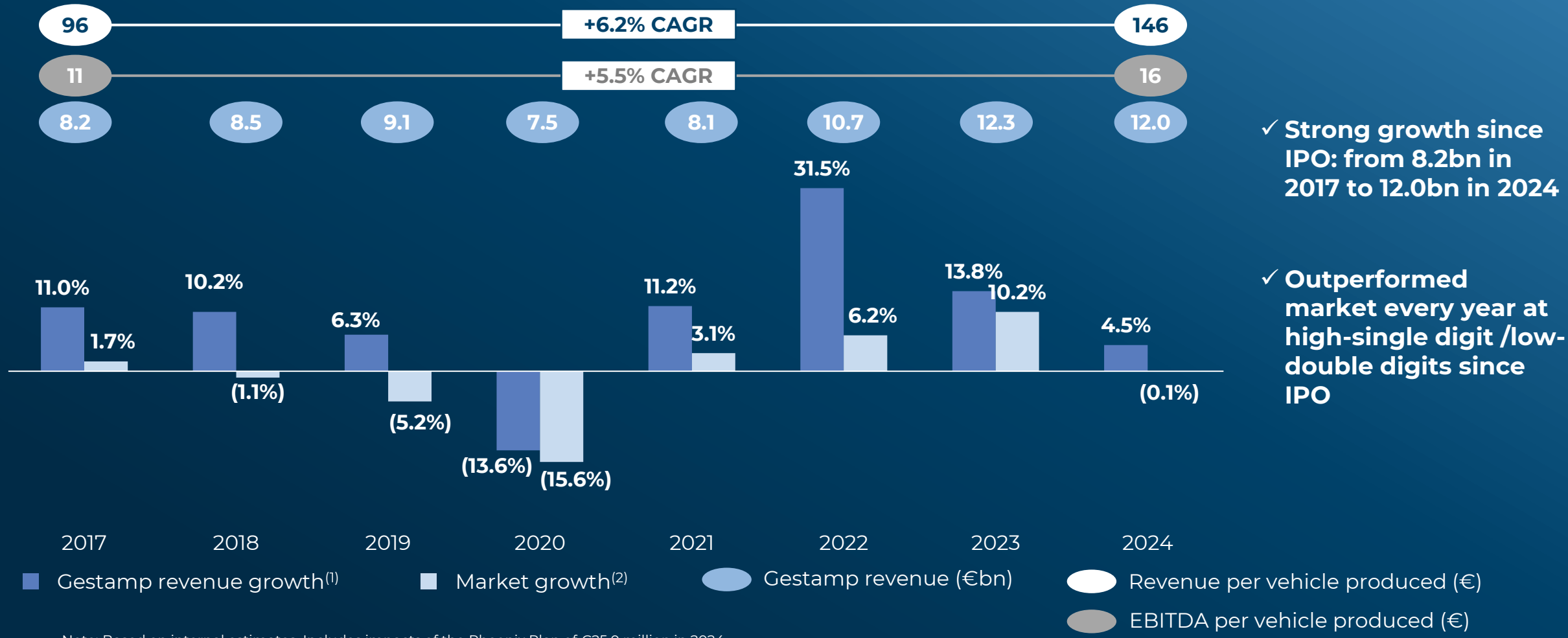
Robust backlog underpins long-term revenue visibility and strategic growth confidence

- ✓ €51.1bn secured backlog provides **strong revenue visibility and supports multi-year planning**
- ✓ Backlog driven by **platform wins across ICE, hybrid and EV segments**
- ✓ Strong **alignment with OEM product pipelines**, including next-gen vehicle architectures
- ✓ Typical **contract duration of 6-7 years**
- ✓ Contractual clauses such as **'Take or Pay' and 'Tiered Pricing' mitigate market volatility**, promoting profitability and CapEx recovery

1. Represents revenue that the company expects to record on the basis of awarded business for certain components over determined periods and production estimates of its customers and industry organizations, over the period
2. Revenues excluding revenues from Gescrap, as well as scrap and tooling prototype. Revenue expected for the period will be generated by orders already in hand by the end of 2024

06 CONSISTENT HISTORY OF MARKET OUTPERFORMANCE

Strong growth since IPO with consistent LVP outperformance



- ✓ **Strong growth since IPO: from 8.2bn in 2017 to 12.0bn in 2024**
- ✓ **Outperformed market every year at high-single digit /low-double digits since IPO**

Note: Based on internal estimates. Includes impacts of the Phoenix Plan of €25.0 million in 2024

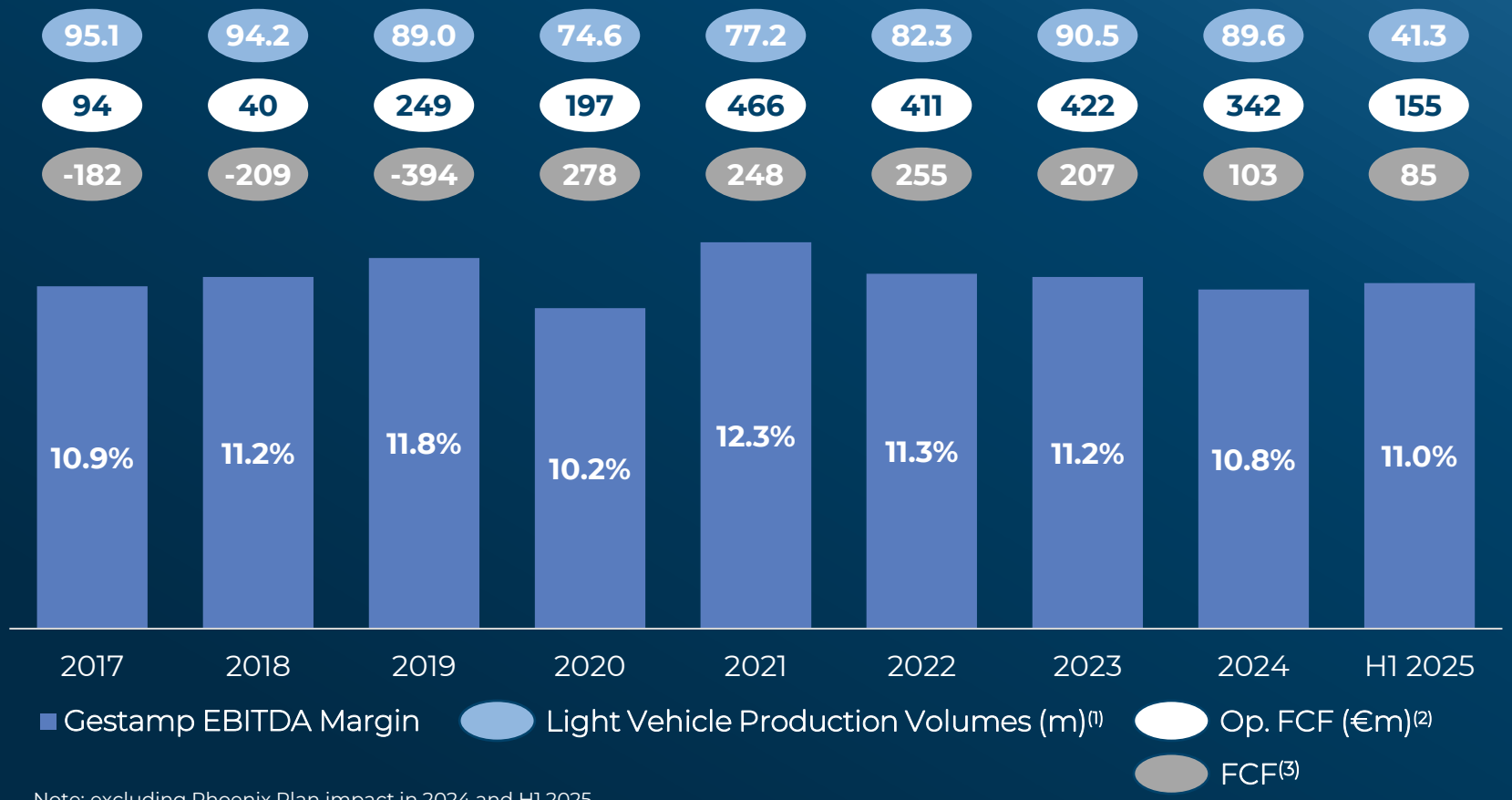
1. Gestamp's growth at constant FX used for comparability with production volumes
2. Market production volume growth is based on countries in Gestamp's production footprint. Production volumes in Gestamp geographies according to S&P Global Mobility data as of September 2025. Includes content supplied by S&P Global Mobility Copyright © [IHS_LV_Production_Bodystyle_Global_2025M09]. All rights reserved

06 BUILT TO WITHSTAND: GESTAMP'S MARGIN RESILIENCE

Gestamp

Ability to maintain and improve profitability during industry volume contraction and call-off volatility

Gestamp EBITDA Margin vs. Global Light Vehicle Production



- ✓ Resilience during COVID: limited EBITDA margin erosion and quick recovery
- ✓ Track record of EBITDA margin stability and FCF
- ✓ Selective approach: prioritize profitability and sustainability of margins in new tenders
- ✓ Proven flexible cost structure
- ✓ Contractual class to pass through raw materials cost swings

Note: excluding Phoenix Plan impact in 2024 and H1 2025

1. Production volumes in IHS geographies according to S&P Global Mobility data as of September 2025. Includes content supplied by S&P Global Mobility Copyright © [IHS_LV_Production_Bodystyle_Global_2025M09]. All rights reserved
2. Operating Free Cash Flow calculated as EBITDA less capital expenditures
3. FCF is defined as change in net debt, excluding acquisitions and dividends

06 DELIVERING ON THE PHOENIX PLAN AS A KEY PRIORITY

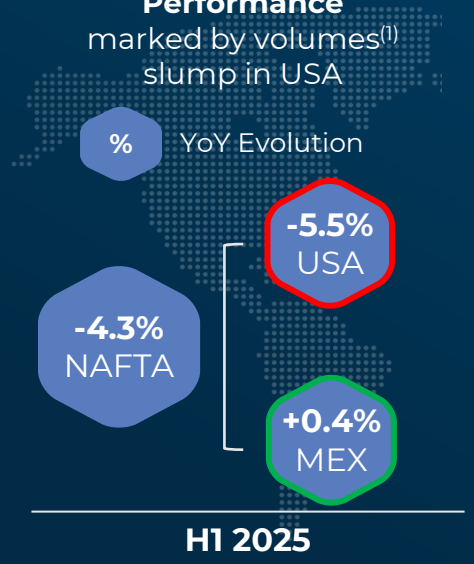
Gestamp

Progressive profitability improvement with a clear roadmap to achieve 2025 and 2026 targets

A 360 Plan with
Two-level of intervention restructuring plan in 6 plants in NAFTA

1 Targeted Intervention	2 In-depth Restructuring
3 Facilities	3 Facilities
Partners Plants	✓ ✗

Performance marked by volumes[1] slump in USA

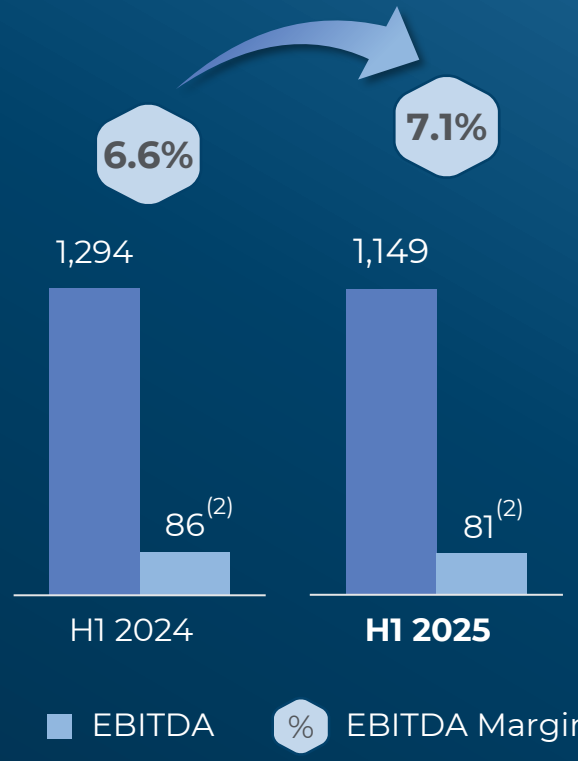


NAFTA excluding Phoenix extraordinary Plan

P&L impact **c.€9.5m**

CAPEX impact **c.€5.0m**

Phoenix results' delivery on track



c.8%

FY 2025E EBITDA Margin

Committed To Deliver on Our 2025 Target

1. Production volumes in IHS geographies according to S&P Global Mobility data as of September 2025. Includes content supplied by S&P Global Mobility Copyright © [IHS_LV_Production_Bodystyle_Global_2025M09]. All rights reserved.
2. Includes the impact of the Phoenix Plan for the six-month periods ended June 30, 2025 (€9.5 million in expenses).

07 CAPITAL ALLOCATION APPROACH FOCUSED ON PRESERVING A STRONG BALANCE SHEET

FOCUS ON GENERATING POSITIVE FREE CASH FLOW

1 A WELL-BALANCED EQUILIBRIUM BETWEEN GROWTH, PROFITABILITY AND CAPEX

2 A REVISITED AND SELECTED CAPEX STRATEGY FOCUSED ON HIGH-RETURN INVESTMENTS

3 FOCUS ON STRONG BACKLOG EXECUTION AND OPERATIONAL IMPROVEMENTS

4 EFFICIENT WORKING CAPITAL MANAGEMENT

TO CONTINUE STRENGTHENING BALANCE SHEET PROFILE

07 GESTAMP IS ADAPTING ITS STRATEGY TO PRESERVE OUR FUTURE AND CONTINUE BEING A TRUSTED PARTNER

Reduce our organic **capital intensity**

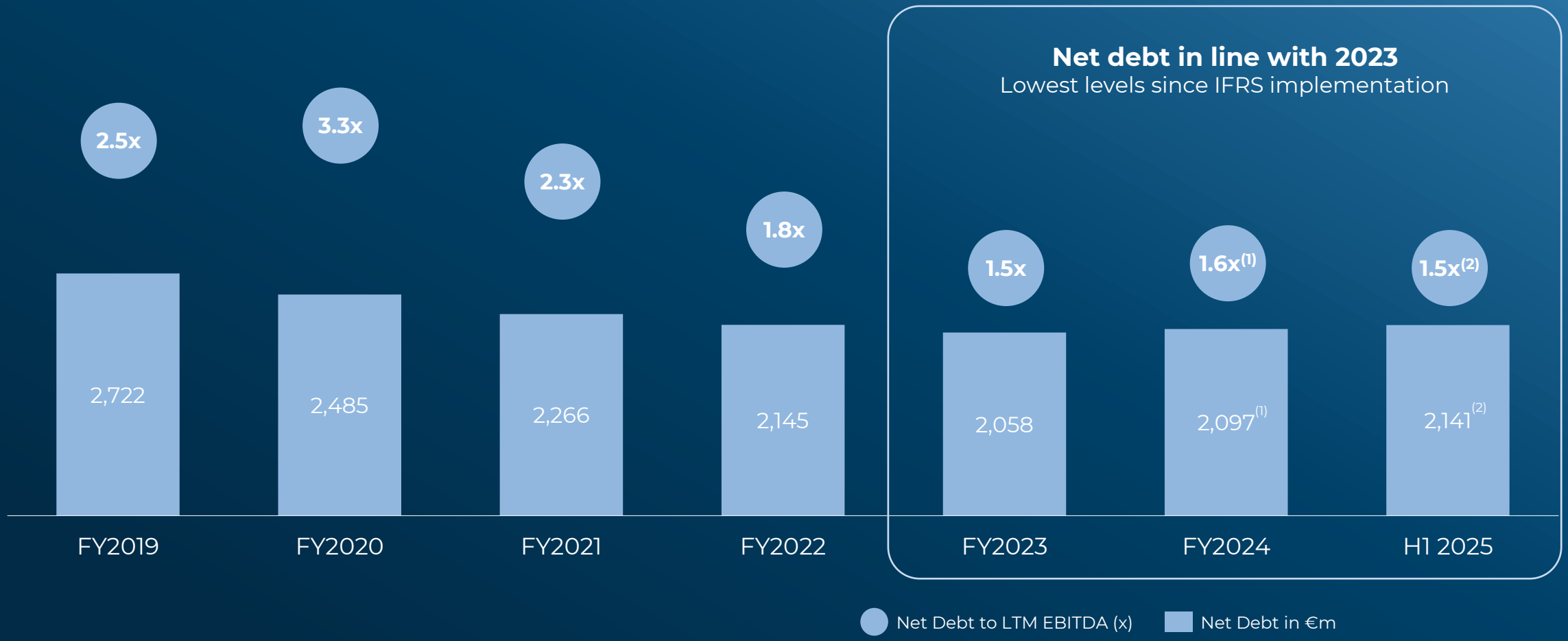
- Utilizing **existing capacities**
- **Selective** and **strategic** growth **targets**
- **Alternative financing options** to ensure financial **soundness**
- **Align Capex spending** to **project milestones** (SOP delays, etc) for all projects

GESTAMP AIMS TO CONTINUE COLLABORATING IN THIS COMPLEX CONTEXT WITH OEMS

WORKING TOGETHER TO FIND DIFFERENT COLLABORATION MODELS

07 PROVEN TRACK RECORD OF DELEVERAGING

Leverage and Net Debt Evolution



1. Excluding Phoenix Plan Impact on P&L of c.€25m and Capex expenses of c.€6m in FY 2024.
2. Adjusted for Santander equity investment (€246M) which closed on September 9th, 2025. Excluding Phoenix Plan in the six months ended June 30, 2025 (€9.5 million in expenses)

08 A LEADING GOVERNANCE SET-UP

Experienced management team …

Executive Chairman & CEO
Francisco José Riberas Mera

Chief Corporate Officer
Patricia Riberas López

General Director, Legal, Tax & Corporate Governance Department; Secretary
David Vázquez Pascual

Chief People Officer
Manuel de la Flor Riberas

Chief Financial Officer
Ignacio Mosquera Vázquez

Chief Commercial Officer
Juan Miguel Barrenechea Izarzugaza

Chief Purchasing Officer
Javier Ignacio Imaz Rubalcaba

Corporate Director of Europe Division
Fernando Macías Mendizábal

Director of the Edscha Division
César Pontvianne de la Maza

… with strong independent oversight through a solid Board of Directors …

>2/3
independent directors on key committees

- **Sustainability committee:** 3 independent + 1 dominical member
- **Audit committee:** 2 independent + 1 dominical member
- **Appointments and remuneration committee:** 2 independent + 1 external member

>50%
independent directors on the board

>40%
female directors on the board

… and with family roots and commitment

Long-term strategic focus

- Stable strategic vision …
- … fostering a sustainable business

Strong corporate culture and values

- Top-down sustainability buy-in
- Highest ethical standards commitment

Relationship building with key stakeholders

- Winning stakeholders' trust…
- … to establish Gestamp's leadership

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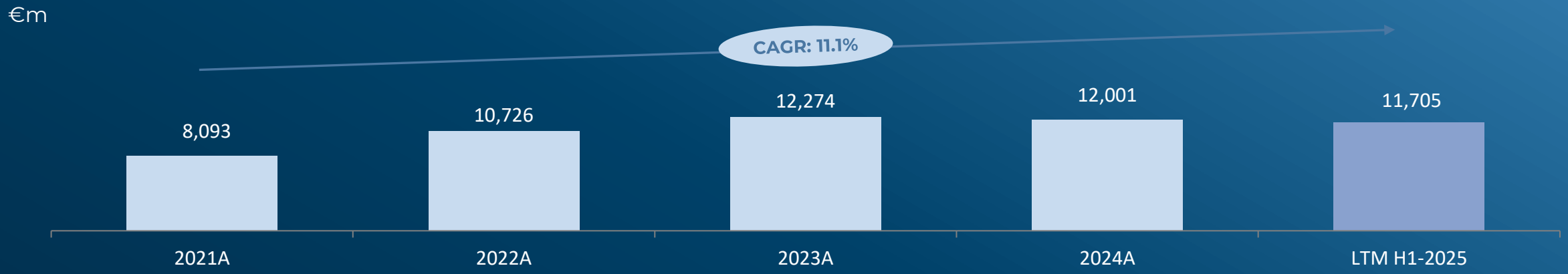
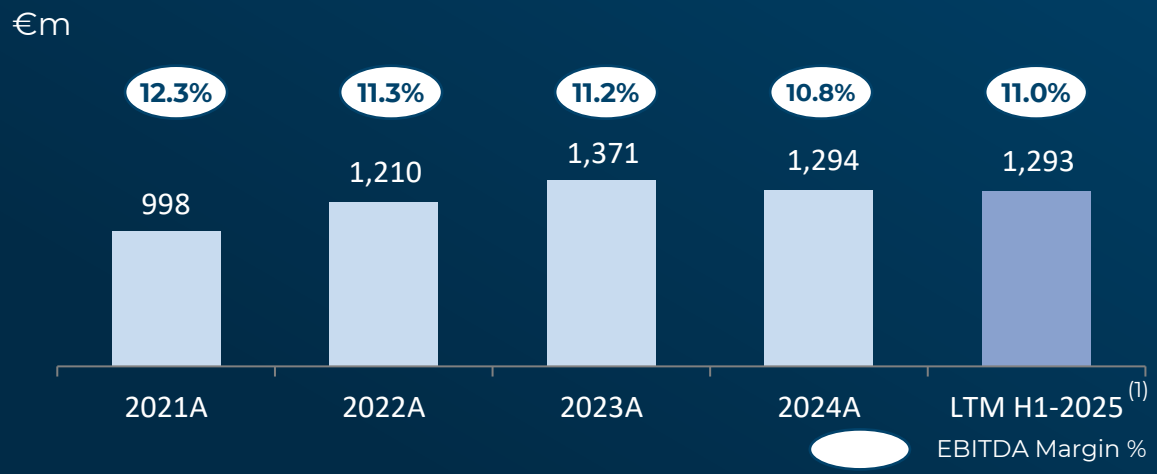
PRESENTATION

OVERVIEW OF FINANCIAL PERFORMANCE (2021-LTM H1 2025)

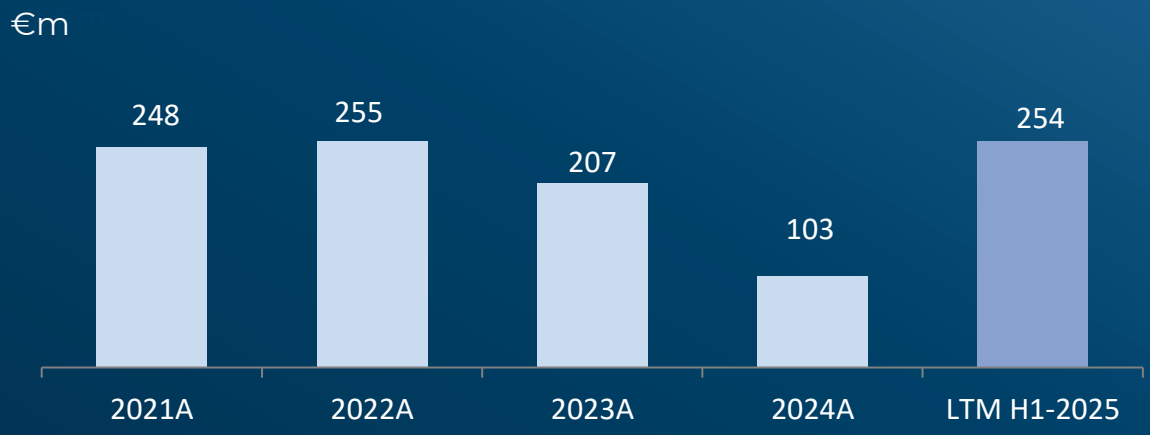
Revenues



EBITDA



FCF(2)



1. LTM EBITDA of €1,316m excluding Phoenix Plan impact of c.€23m on P&L
2. FCF is defined as change in net debt, excluding acquisitions and dividends

GEOGRAPHIC DIVERSIFICATION SUPPORTING H1-25 PERFORMANCE

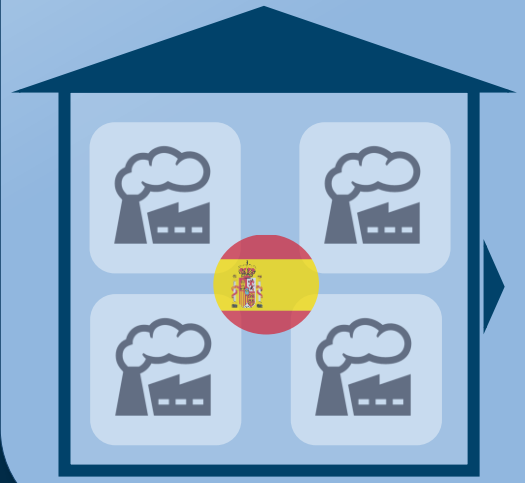
	Revenues (€m)			EBITDA (€m)			EBITDA Margin (%)	
	H1 2024	H1 2025	Var. (%)	H1 2024	H1 2025	Var. (%)	H1 2024	H1 2025
 **Western Europe**	2,204	2,117	*(3.9%)*	239	217	*(9.1%)*	**10.9%**	**10.3%**
 **Eastern Europe**	948	999	*5.4%*	118	153	*29.9%*	**12.4%**	**15.3%**
 **NAFTA(1)**	1,294	1,149	*(11.2%)*	74	72	*(3.0%)*	**5.7%**	**6.2%**
 **Mercosur**	423	394	*(6.8%)*	45	43	*(5.6%)*	**10.7%**	**10.8%**
 **Asia**	955	904	*(5.4%)*	139	132	*(4.9%)*	**14.5%**	**14.6%**
Gescrap	317	281	*(11.3%)*	27	24	*(9.4%)*	**8.4%**	**8.6%**
	6,140	**5,844**	***(4.8%)***	**642**	**641**	***(0.1%)***	**10.5%**	**11.0%**

1. NAFTA including Phoenix Plan impact on P&L of c.€12m in H1 2024 and €9.5m in H1 2025.

PARTNERING WITH SANTANDER TO REINFORCE OUR BALANCE SHEET

Santander Gestamp

- Santander Bank takes a blended c.38.6% stake in a set of Propcos owners of all Gestamp's Spanish Real Estate Assets through the creation of new type B preferential shares
- Santander is the #4 largest European Bank[1]
- Santander to make a capital injection worth €246m in the Propcos



Propcos

- NEW VEHICLES OWNERS OF 940SQM OF LAND, 453SQM OF BUILDINGS AND 23 INDUSTRIAL PLANTS IN SPAIN
- TOTAL REAL ESTATE ASSETS VALUED AT €379M[2]
- GESTAMP WILL KEEP FULL CONTROL OF THE ASSETS THAT WILL CONTINUE TO OPERATE THROUGH A LEASE AGREEMENT BETWEEN THE PROPCOS AND GESTAMP OPERATING ENTITIES
- SHARES OWNED BY SANTANDER IN THE PROPCOS TO BE INCLUDED AS NON-CONTROLLING INTEREST IN GESTAMP'S FINANCIAL STATEMENTS
- SANTANDER IS EXPECTED TO BE COMPENSATED WITH DISCRETIONARY DIVIDENDS DISTRIBUTED BY THE PROPCOS AS ASSET OWNERS
- THE TRANSACTION CLOSED ON SEPTEMBER 9TH 2025

Strategic Rationale

- ✓ **Crystalizing value from Gestamp's Assets while…**
- ✓ **…giving entrance to a reference shareholder**
- ✓ **Reducing Gestamp's net debt…**
- ✓ **… and further strengthening our balance sheet profile**

1.5x

H1 2025
Pro Forma Leverage Ratio

1. Source: S&P Top 50 European Banks by total assets 2024 ranking
2. According to a third-party valuation made by Galtier

SUMMARY OF FINANCIAL PERFORMANCE (2022 – LTM H1 2025)

(€ in millions)	2022A	2023A	2024A	LTM H1-2025
Operating Income	**11,043**	**12,450**	**12,212**	**11,876**
Growth %	*33.2%*	*12.7%*	*(1.9%)*	*(2.8%)*
Revenue	10,726	12,274	12,001	11,705
Other operating income	189	197	189	187
Changes in inventories	128	(21)	23	(16)
Operating expense	**(10,503)**	**(11,770)**	**(11,630)**	**(11,295)**
Raw materials and other consumables	(6,975)	(7,838)	(7,522)	(7,240)
Personnel expenses	*(1,626)*	*(1,811)*	*(1,955)*	*(1,942)*
Depreciation, amortization, and impairment losses	*(670)*	*(691)*	*(712)*	*(712)*
Other operating expenses	*(1,233)*	*(1,431)*	*(1,441)*	*(1,401)*
EBITDA[1]	**1,210**	**1,371**	**1,294**	**1,293[2]**
% Margin	*11.3%*	*11.2%*	*10.8%*	*11.0%*

1. EBITDA represents operating profit before depreciation, amortization and impairment losses
2. LTM Adjusted EBITDA of €1,316m excluding Phoenix Plan impact of c.€23m on P&L

Gestamp

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