

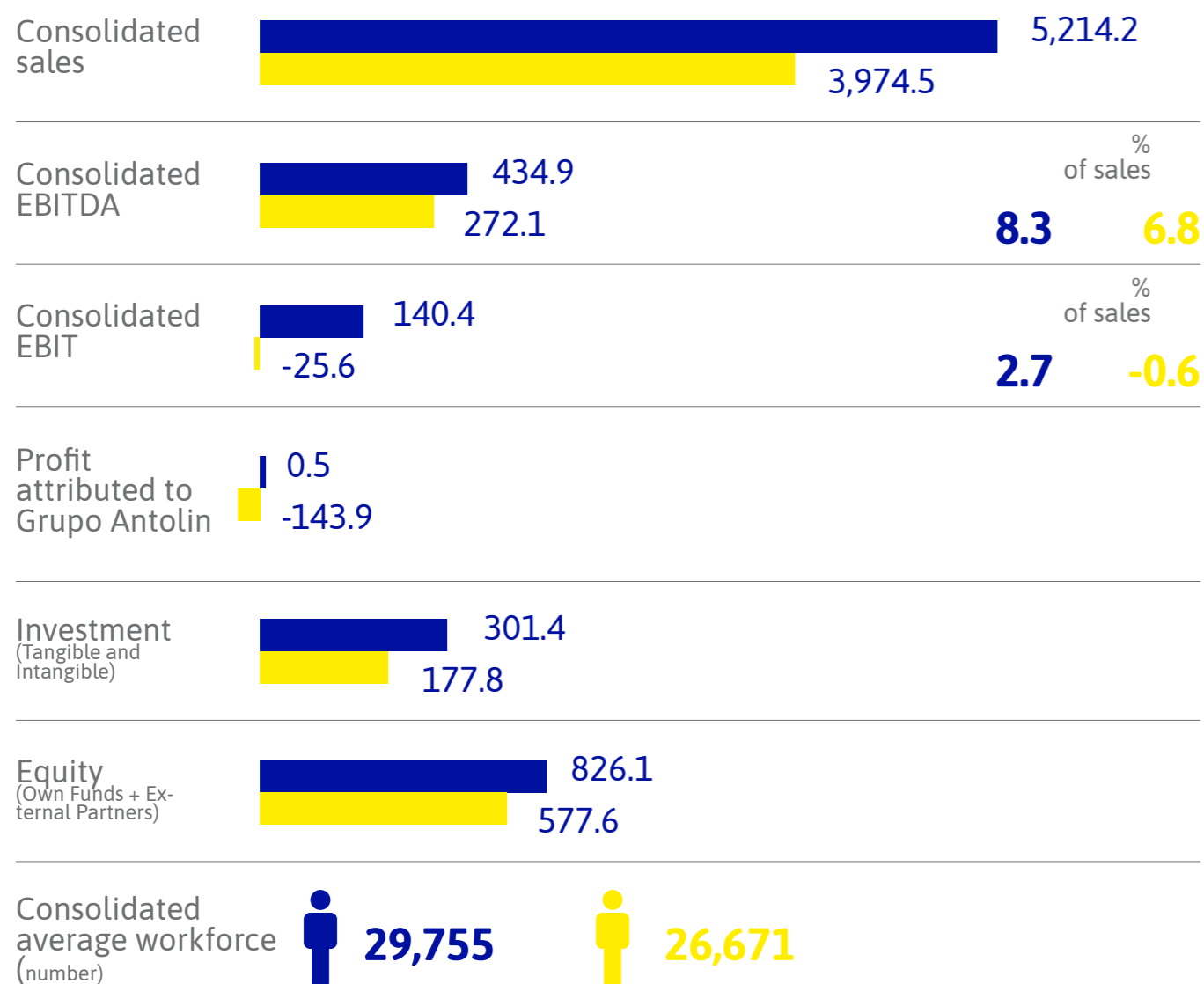
8

Appendices

8.1. ECONOMIC EFFICIENCY

Grupo Antolin in Figures

€ million

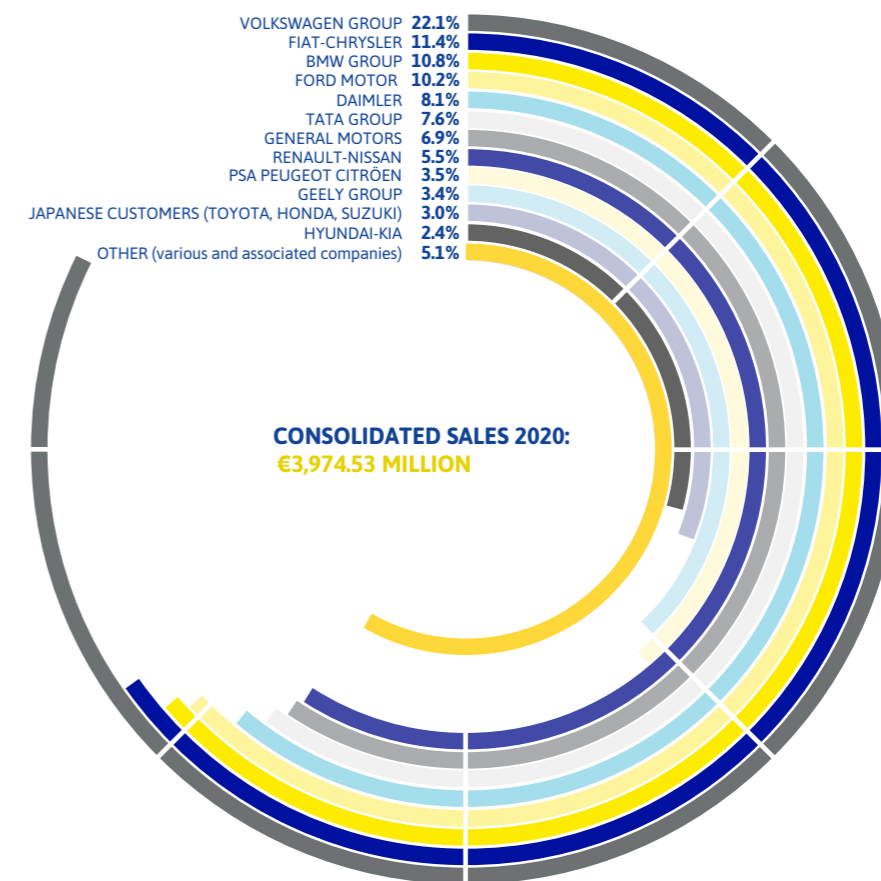


■ 2019 ■ 2020

2020 figures prepared in accordance with International Financial Reporting Standards (IFRS-EU), applying IFRS 16

Consolidated sales, by customer

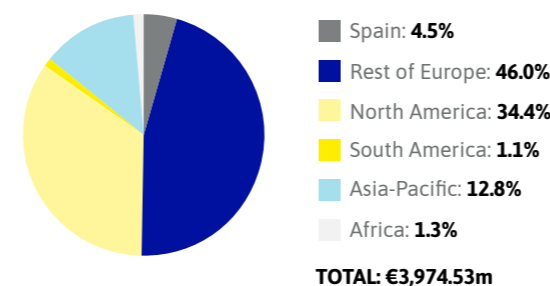
Percentage



Sales by region

By Production Country Percentage

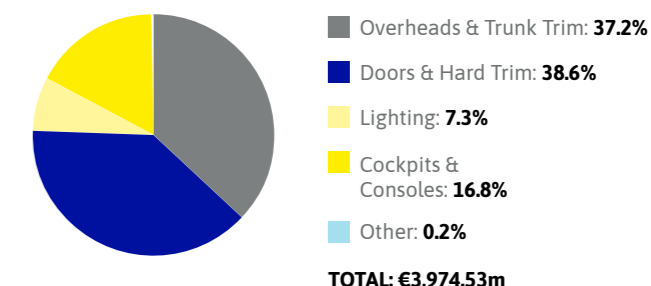
2020



Sales by business unit

Percentage

2020



RATIOS

	2019	2020
FINANCIAL		
Financial Leverage (Net Financial Debt / Own Funds)	1.11	1.54
Indebtedness (Net Financial Debt / EBITDA)	2.46	3.92
Interest Coverage (EBITDA / Net Financial Expenses)	11.09	6.36
ECONOMIC		
R.O.E. (Profit after tax / Own Funds + External Partners - Profit for the year)	1.88%	-18.58%
R.O.A. (Operating profit / Average Total Assets over 2 years)	3.79%	-0.72%
R.O.I. (Operating profit / Average Permanent Capital over 2 years)	6.19%	-1.15%

BALANCE SHEET

In € million

	2019	2020
ASSETS		
Goodwill	98.64	90.05
Non-current assets	1,707.37	1,511.13
Current assets	1,937.41	1,774.56
TOTAL ASSETS	3,743.42	3,375.73
ECONOMIC		
Net equity	826.09	577.59
Non-current liabilities	1,539.93	1,517.40
Current liabilities	1,377.40	1,280.74
TOTAL LIABILITIES	3,743.42	3,375.73

INCOME STATEMENT

In € million

	2019	%	2020	%
Net sales	5,214.22	100%	3,974.53	100%
Other operating income	133.29	2.6%	87.71	2.2%
TOTAL OPERATING INCOME	5,347.51		4,062.24	
Supplies	-3,408.60	-65.4%	-2,579.62	-64.9%
Staff costs	-1,007.48	-19.3%	-815.95	-20.5%
Depreciation and amortization expenses	-294.45	-5.6%	-297.69	-7.5%
Change in trade provisions	-1.65	0.0%	-0.15	0.0%
Other operating expenses	-634.38	-12.2%	-481.87	-12.1%
Own work capitalized	139.48	2.7%	87.41	2.2%
PROFIT FOR THE YEAR FROM CONTINUING OPERATIONS	140.43	2.7%	-25.63	-0.6%
Financial profit/loss	-49.70	-1.0%	-53.77	-1.4%
Net impairment losses on non-current assets	-35.26	-0.7%	-36.91	-0.9%
Gain/loss on disposal of non-current assets and others	-13.80	-0.3%	-9.38	-0.2%
Profit of companies accounted for using the equity method	0.73	0.0%	1.48	0.0%
PROFIT BEFORE TAX	42.41	0.8%	-124.20	-3.1%
Corporation tax	-27.17	-0.5%	-7.58	-0.2%
NET PROFIT FOR THE YEAR FROM CONTINUING OPERATIONS	15.24	0.3%	-131.78	-3.3%
Profit after tax for the year from discontinued operations		0.0%		0.0%
CONSOLIDATED PROFIT FOR THE YEAR	15.24	0.3%	-131.78	-3.3%
Profit attributable to non-controlling interests	-14.78	-0.3%	-12.16	-0.3%
PROFIT ATTRIBUTABLE TO THE PARENT COMPANY	0.46	0.0%	-143.95	-3.6%

	2019	%	2020	%
CASH FLOW (Consolidated profit + Depreciation)	309.69	5.9%	165.91	4.2%
EBITDA	434.88	8.3%	272.06	6.8%
EBITDA without IFRS16 impact	362.04	6.9%	200.32	5.0%

CONSOLIDATED SALES, BY CUSTOMER

In € million

	2019	%	2020	%
VOLKSWAGEN GROUP	1,059.83	20.3%	880.25	22.1%
FIAT-CHRYSLER	657.54	12.6%	452.54	11.4%
BMW GROUP	522.81	10.0%	429.53	10.8%
FORD MOTOR CO.	570.60	10.9%	405.97	10.2%
DAIMLER	374.91	7.2%	322.01	8.1%
TATA GROUP	460.73	8.8%	303.17	7.6%
GENERAL MOTORS	401.61	7.7%	272.48	6.9%
RENAULT-NISSAN	361.89	6.9%	217.07	5.5%
PSA PEUGEOT CITROËN	147.92	2.8%	139.40	3.5%
GEELY GROUP	131.03	2.5%	133.76	3.4%
JAPANESE CUSTOMERS (Toyota, Honda, Suzuki)	195.71	3.8%	120.78	3.0%
HYUNDAI-KIA	117.43	2.3%	95.48	2.4%
OTHER (Various and associated companies)	212.23	4.1%	202.08	5.1%
CONSOLIDATED SALES	5,214.22	100%	3,974.53	100%

CASH FLOW STATEMENT

In € million

	2020
CASH OR CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	273.66
CASH FLOWS FROM ORDINARY OPERATING ACTIVITIES	396.58
Consolidated profit before taxes	-124.20
Adjustments	410.34
Changes in working capital	114.81
Corporation tax paid	-4.36
CASH FLOWS FROM INVESTMENT ACTIVITIES	-177.56
Dividends received	0.32
Disposals	6.72
Tangible and intangible investments	-177.80
Other investments	-6.80
CASH FLOWS FROM FINANCING ACTIVITIES	-90.95
NET VARIATION IN CASH OR CASH EQUIVALENTS FOR CONTINUING OPERATIONS	128.08
NET VARIATION IN CASH OR EQUIVALENTS FOR DISCONTINUED OPERATIONS	
CASH OR EQUIVALENTS AT THE END OF THE YEAR	401.74

SALES BY REGION

By Production Country

In € million

	2019	%	2020	%
Spain	259.22	5.0%	178.46	4.5%
Rest of Europe	2,382.47	45.7%	1,827.23	46.0%
North America	1,959.58	37.6%	1,368.11	34.4%
South America	87.94	1.7%	42.86	1.1%
Asia-Pacific	477.65	9.2%	507.15	12.8%
Africa	47.37	0.9%	50.72	1.3%
TOTAL	5,214.22	100%	3,974.53	100%

SALES BY BUSINESS UNIT

In € million

	2019	%	2020	%
Overheads & Trunk Trim	2,003.71	38.4%	1,477.94	37.2%
Doors & Hard Trim	2,136.51	41.0%	1,533.29	38.6%
Lighting	334.11	6.4%	288.57	7.3%
Cockpits & Consoles	731.45	14.0%	668.21	16.8%
Other	8.45	0.2%	6.52	0.2%
TOTAL	5,214.22	100%	3,974.53	100%

R&D EFFORT

In € million

In 2020, Grupo Antolin's R&D and innovation effort represents 2.98% of consolidated sales

	2019	2020
SPENDING ON PROJECTS	158.51	116.25
Central sections	42.63	36.08
Peripheral sections	115.88	80.17
TANGIBLE INVESTMENTS	0.94	2.19
TOTAL R&D EFFORT	159.45	118.44

STAFF

Number. Consolidated average workforce

	2019	%	2020	%
Spain	2,424	8.1%	2,342	8.8%
Rest of Europe	12,284	41.3%	10,972	41.1%
North America	9,930	33.4%	8,514	31.9%
South America	867	2.9%	798	3.0%
Asia-Pacific	3,736	12.6%	3,493	13.1%
Africa	514	1.7%	552	2.1%
TOTAL	29,755	100%	26,671	100%

8.2 SUSTAINABILITY BALANCE SHEET

TECHNOLOGY CAPITAL

	2019	2020
Investment in R&D (€ million)	159.45	118.44
Expenses in projects (€ million)	158.51	116.25
Tangible investments (€ million)	0.94	2.19
Technical innovations patented in the last 5 years (no.)	91	75
Patents in the last 5 years (no.)	187	156
Number of R&D projects up to the current year (no.)	110	110
Number of improvement proposals issued (no.)	57,854	⁽¹⁾
Improvement groups (no.)	88	85
Good practices (no.)	274	189
Key knowledge items (cumulative figure) (no.)	162	169
Lessons learned in projects (cumulative figure) (no.)	4,019	4,374
Innovative Day Meetings (no.)	63	64

(1) Excluded from the report in 2020: due to the effect of covid and the digitalization of the process in progress.

ENVIRONMENTAL CAPITAL NOTES

(1) Energy, emissions and non-hazardous waste figures correspond 96.25% (by aggregate sales) to Grupo Antolin's industrial centers and assembly and sequencing centers (including the headquarters).

(2) Water figures correspond 94.47% (by aggregate sales) to Grupo Antolin's industrial centers and assembly and sequencing centers (including the headquarters).

(3) Hazardous waste figures correspond 94.35% (by aggregate sales) to Grupo Antolin's industrial centers and assembly and sequencing centers (including the headquarters).

(4) The renewable energy generation (sale) figures correspond to the electricity generated in the Grupo Antolin headquarters, which is fed into the electricity distribution network.

(5) Data on renewable energy generation and emissions avoided correspond to 4 centers that represent 1% (by aggregate sales) of Grupo Antolin's industrial centers and the Headquarters.

ENVIRONMENTAL CAPITAL

CONSUMPTION	2019	2020
Direct consumption of energy (GWh) ⁽¹⁾	175.3	147.42
Indirect consumption of energy (electricity) (GWh)	594.4	497.46
Consumption of water (m3/€ million) ⁽²⁾	269.11	211.54
Raw material consumed: Consumption of plastic pellets (T)	124,272	90,534
Raw material consumed: Consumption of polyol/isocyanate foams (T)	29,249	19,619
Greenhouse gas emissions by direct consumption of energy (scope 1) (tons of CO2 eq/€ million) ⁽¹⁾	6.82	6.87
Greenhouse gas emissions by direct consumption of energy (scope 2) (tons of CO2 eq/€ million) ⁽¹⁾	44.22	45.09

NOTE: The variations between 2019 and 2020 are due to the stoppage of activity of the companies within the scope of the report

GENERATION OF WASTE	2019	2020
Non-hazardous waste/sales (T/€ million) ⁽¹⁾	18.960	15.487
Hazardous waste/sales (T/€ million) ⁽³⁾	0.820	0.822

RENEWABLE ENERGIES	2019	2020
Generation of renewable energy (kWh) ⁽⁴⁾	465,378	522,041
Generation of renewable energy (self-consumption) (kWh) ⁽⁵⁾	0	821,072
CO2 emissions avoided (data refer to headquarters) (T) ⁽⁵⁾	535	575

PROCESSES	2019	2020
Environmental Certifications based on ISO 14001 (no.)	97	95
Energy Certification based on ISO 50001 (no.)	6	7
Quality Certifications based on IATF 16949 (included manufacturing sites and site-extensions) (no.)	104	106
People dedicated to the environment (no.)	112	113

HUMAN RESOURCES

PEOPLE	2019	2020
Average workforce (no.) ⁽¹⁾	29,755	26,671
Total workforce at year end (no.) ⁽¹⁾	28,927	25,748
International mobility (no.)	50	46
Short-term mobility (no.)	134	34
Diversity: women (%)	38.12	37.59
Diversity: men (%)	61.87	62.41
Cultural diversity: nationalities (no.)	117	129
Cultural diversity: languages (no.)	41	41
People with special capacities (no.)	292	307
Workforce average age (years)	39.1	40
Average seniority (years)	7.7	6
Workforce covered by collective bargaining (%)	65	69

(1) Excluding employees from plants accounted for by the equity method

EMPLOYMENT	2019	2020
Permanent contracts (%)	96.2	97.25
Temporary contracts (%)	3.80	2.75
Technological employment (R&D+i activities) (%)	5.57	6.40
Collective contracts/agreements negotiated (no.)	18	17
Temporary Redundancy Plans (no.) Global	-	97
Temporary Redundancy Plans (no.) Spain	1	11

OCCUPATIONAL HEALTH AND SAFETY	2019	2020
OHSAS 18001 Certifications (no.)	37	41
Workforce covered by OHSAS 18001 Certificate (%) ⁽¹⁾	40.2	49 (*)
Global Frequency Index (number of accidents at work and/or occupational diseases with medical leave/number of hours worked) (no.) ⁽¹⁾	5	3.66
Severity index (number of working days lost for every thousand hours worked) (no.)	0.30	0.25
Fatal accidents (no.)	0	0

(1) Percentage calculated including the 3 new ISO 45001 certificates obtained at the end of 2020 even though the certificates were issued in early 2021.

TRAINING AND DEVELOPMENT	2019	2020
Average training hours per person (hours/person)	39.80	37.61
Staff under PRS criteria (PRS - Performance Review System, data refer to Indirect Labor ("MOI")) (%)	26.30	28.10
Staff under UET criteria (UET - Work Elementary Unit. Data refer to Direct Labor ("MOD")) (%)	73.70	71.90
Number of internal promotions (%)	43.30	47.73
Companies with Mobile Production System (no.) ⁽²⁾	14	18

(2) Cumulative figure

SOCIAL CAPITAL

COMPLIANCE AND HUMAN RIGHTS TRAINING THROUGH THE CODE OF ETHICS AND CONDUCT COURSE

Number of employees trained	6,237
Training hours	5,053

*Cumulative figure since its launch in 2019

ANTI-CORRUPTION AND COMPETITION TRAINING FOR EMPLOYEES

Number of employees trained in relation to anti-corruption	1,724
Training hours	1,249

*Launched in 2020

DATA PROTECTION AND PRIVACY TRAINING FOR EMPLOYEES

Number of employees trained in relation to data protection and privacy	501
Training hours	594

*Launched in 2020

Percentage of employees trained of the identified and assigned group: 79.62%

MAIN INDICATORS RELATING TO THE WHISTLEBLOWER CHANNEL

	2019	2020
Complaints received	31	26
Founded complaints received	17	14
Corrective actions	17	14
Confirmed cases of corruption	1	3
Human rights and discrimination cases detected	7	5

OTHER INDICATORS

	2019	2020
Communication of the new version of the Code of Ethics and Conduct (%)	100	100
Monitoring of human rights activity by company (%)	100	100
Meetings and interventions in the governing bodies (no.)	13	14

SUPPLY CHAIN

	2019	2020
Purchase volume for direct material (€ million) ⁽¹⁾	3,368	2,517
Number of direct material suppliers (no.) ⁽²⁾	2,918	2,830
Expenditure on local suppliers (active direct material suppliers) (%)	49	47
Suppliers contacted regarding ESG (no.)	1,584	1,612
Suppliers under an ESG assessment process (no.)	845	984
Suppliers assessed for ESG (no.)	923	1,466
ESG monitoring in the supply chain (%) (cumulative)	100	100
STA's (Supplier Technical Assistant: Technical staff responsible for the monitoring and development of suppliers) (no.)	69	64
Purchases in employment centers for special needs (€ thousand)	1,133	40

ESG: Environmental, Social and Governance.

(1) Since the Statement of Non-Financial Information in 2019, data that comes from intercompany purchases has been excluded from the scope of the Purchase Volume of Direct Material reported. Intercompany purchases are those made between Grupo Antolin companies. Since the sustainability performance of Grupo Antolin companies is not assessed, it makes no sense to include them in this table.

(2) The scope of the most significant suppliers assessed has been focused on Active Suppliers of Direct Material. These suppliers are those that bill continuously throughout the year as they are in active projects. In this way, we exclude Direct Material Suppliers used for purchases of material for one-off needs, which are less significant.

SUSTAINABLE CONTRIBUTION

	2019	2020
By Region: Africa-Asia-Pacific (%)	20.2	25.2
By Region: Europe (%)	68.6	70.9
By Region: NAFTA (%)	10.4	3.8
By Region: Mercosur (%)	0.80	0.1
Contribution per employee (€)	16.50	22.57
By type: Donations, Voluntary Actions and Emergency Responses (%)	34	42.52
By type: Sponsorship and patronage (%)	66	57.47

8.3 INDICATORS APPENDIX

TABLE OF CONTENTS GRI STANDARDS

GRI CODE	GRI	HEADING	PAGE	COMMENTS
Gri 102: General Information				
PROFILE OF THE ORGANIZATION				
102-1	Name of the organization	Appendix: About this report		
102-2	Activities, brands, products and services	1.2 2.2 3.1	9-10 31-38 41-42	
102-3	Location of headquarters	8.4	154	
102-4	Location of operations	1.2	4	
102-5	Ownership and legal form	8.4	153	
102-6	Markets served	3.1	47	
102-7	Scale of the organization	1.4, 5.3	15-16, 94-95	
102-8	Information on employees and other workers	5.3	94-95	
102-9	Supply chain	5.4	103-104	
102-10	Significant changes to the organization and its supply chain	3.1	44, 45-46	
102-11	Precautionary principle or approach	6.1	110	
102-12	External initiatives	6.3	121	
102-13	Membership of associations	6.3	122-123	
STRATEGY				
102-14	Statement from senior decision-maker	1.1	7-8	
102-15	Key impacts, risks, and opportunities	4.3	78-79	

GRI CODE	GRI	HEADING	PAGE	COMMENTS
ETHICS AND TRANSPARENCY				
102-16	Values, principles, standards, and norms of behavior	4.1 4.2	63 73	
102-17	Mechanisms for advice and concerns about ethics	4.2	74	
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102-18	Governance structure	4.2	64-68	
STAKEHOLDER ENGAGEMENT				
102-40	List of stakeholder groups	3.2	49-50	
102-41	Collective bargaining agreements	5.3	101	
102-42	Identifying and selecting stakeholders	3.2	49-50	
102-43	Approach to stakeholder engagement	3.2	49-50	
102-44	Key topics and concerns raised	3.2	49-50	
102-45	Entities included in the consolidated financial statements	8.4	153-154	
102-46	Defining report content and topic boundaries	3.3	57-58	
102-47	List of material topics	3.3	57-58	
102-48	Restatements of information	8.4	153-154	
102-49	Changes in reporting	8.4	154-155	
102-50	Reporting period	-	January 1, 2020 to December 31, 2020	
102-51	Date of most recent report	-	Annual Report 2019	
102-52	Reporting cycle	-	Annual	
102-53	Contact point for questions regarding the report	8.4	154	
102-54	Claims of reporting in accordance with the GRI standards	8.4	153-154	
102-55	Table of contents GRI	8.3	147-151	
102-56	External assurance			

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GRI CODE	GRI	HEADING	PAGE	COMMENTS
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201-1	Direct economic value generated and distributed	6.3	119-120	
GRI 204: Procurement practices				
204-1	Proportion of spending on local suppliers	5.4	104	
GRI 205: Anti-corruption				
205-1	Operations assessed for risks related to corruption	4.2	76	
205-2	Communication and training about anti-corruption policies and procedures	4.2	76	
205-3	Confirmed incidents of corruption and actions taken	4.2	76	
GRI 206: Anti-competitive behavior				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	4.2	77	

GRI CODE	GRI	HEADING	PAGE	COMMENTS
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103-2	The management approach and its components	6.2	111-115	
103-3	Evaluation of the management approach	6.2	111-115	
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301-1	Materials used by weight or volume	6.2	114	
GRI 302: Energy				
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302-2	Energy consumption outside of the organization	6.2	114	
302-3	Energy intensity	6.2	114	
GRI 302: Emissions				
305-1	Direct (Scope 1) GHG emissions	6.2	114	
305-2	Energy indirect (Scope 2) GHG emissions	6.2	114	
305-4	GHG emissions intensity	6.2	114	
GRI 306: Waste				
306-2	Waste by type and disposal method	6.2	113	
GRI 307: Environmental compliance				
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GRI 308: Environmental assessment of suppliers				
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GRI CODE	GRI	HEADING	PAGE	COMMENTS
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		5.4	103	
		6.3	119	
GRI 403: Occupational health and safety				
403-1	Workers representation in formal joint management-worker health and safety committees	5.3	96	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	5.3	96	
403-9	Work-related injuries	5.3	96	Reports partially
GRI 404: Training and development				
404-1	Average hours of training per year per employee	5.3	99	
		8.2	144	
404-2	Programs for upgrading employee skills and transition assistance programs	5.3	98	
GRI 405: Diversity and equal opportunities				
405-1	Diversity of governance bodies and employees	4.2	64	
		5.3	94, 99	
GRI 412: Human Rights Assessment				
421-1	Operations that have been subject to human rights reviews or impact assessments	5.4	105	
GRI 413: Local communities				
413-1	Operations with local community engagement, impact assessments, and development programs	6.3	121	Reports partially
GRI 414: Social assessment of suppliers				
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Anti-corruption	10. Businesses should work against corruption in all its forms, including extortion and bribery	4.2	76

8.4 ABOUT THIS REPORT

Grupo Antolin is committed to reshaping the future of sustainable mobility by integrating new intelligent solutions into the vehicle interior and developing unique driving-based experiences. The stakeholders play a key role in this process. As part of the organization's ethical and sustainable model, Grupo Antolin is strongly committed to the principles of transparency and clarity demanded by these groups when it comes to offering comprehensive, reliable and balanced information on the company's activity during the 2020 financial year.

The Integrated Report 2020 of Grupo Antolin Irausa, S.A. and Subsidiaries corresponding to the financial year from January 1st to December 31st, 2020, is drafted and presented as an integrated report, following the principles for the preparation of Integrated Reports established by the International Integrated Reporting Council (IIRC). To guarantee that the content of this report reflects the performance of Grupo Antolin in relation to sustainability, the company is taking one step further in this financial year by complying with the requirements specified by the Essential option of the GRI (Global Reporting Initiative) Standards; taking into account the GRI principles on the preparation of sustainability reports, Law 11/2018 on Non-Financial Information and Diversity, the principles and guidelines of the Global Compact and the ISO 26000 guide.

The information published corresponds to the activities performed in the 2020 financial year by the applicable Grupo Antolin companies and joint ventures in each indicator for the manufacture and supply of intelligent solutions for vehicles in the 26 countries where it operates; with the limitation of the confidentiality and privacy of propriety management information and/or the limits on obtaining information in certain countries.

The preparation of the document has been the responsibility of the Marketing, Communication and IR Department and the Sustainability Department, from the information provided by the rest of the organization's areas, in order to meet the information needs of its stakeholders. From these areas, an assessment has been carried out of the most representative projects, impacts and matters at the company that generate shared value, and the information has been set out with a strategic overview of the business to highlight Grupo Antolin's long-term ability to address the global challenges. The

figures underlying the Grupo Antolin's information come from the company's information systems. The economic-financial data provided in this report are subject to external audit.

The Integrated Report 2020 uses as its main source the Statement of Non-Financial Information 2020, as part of the Grupo Antolin annual accounts produced in line with the requirements established in Law 11/2018 of December 28th, 2018 on Non-Financial and Diversity Information. The Statement of Non-Financial Information has been externally verified by the company KPMG, approved without any qualification.

The document is presented in digital PDF format, in Spanish and English. There is no printed version of the contents. It is available online, with a version for mobile devices, from Grupo Antolin's website and intranet. It is open for consultation by the external stakeholders in general and by all those who provide their services at any of the company's centers around the world. In this last case, to guarantee access to the information for everyone, the key aspects of the report will also be translated into the local language and disseminated by the human resources team in each of the companies through the channels they decide to use.

This publication is the property of Grupo Antolin.

We would be grateful for your opinion about our 2020 Annual Report

Grupo Antolin- Integrated Report 2020

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