

INTEGRATED REPORT 2021



Intelligent. Integrated. Inside.



02

Strategy

Sustainable innovation to make the difference

It is time to write the future. To anticipate tomorrow's changes by working today on the most advanced, sustainable, and innovative solutions on the market, generating value for stakeholders and contributing to a fairer and more prosperous world for all.

This is Grupo Antolin's commitment and this is how it makes the difference.



2.1. A challenging context

The great reset

That was the slogan of Davos 2021 which, in a certain way, reflected global hope about the imminent arrival of vaccines. Science had played its part and provided an effective solution against the pandemic in record time. It was then the turn of political and economic leaders to strive for a sustainable, fair and inclusive recovery.

The road map issued by the **World Economic Forum** at its annual convention outlined seven key points, areas in which the automotive components sector also wants to contribute decisively: *How to save the planet, Fairer economies, Technology for good, The future of work, Fairer companies, Healthy futures and Beyond geopolitics.*

In the Swiss city, the **Global Risks Index** was also presented, which included technological risks –among them, the digital divide– and social risks such as the structural deterioration of job prospects. Faced with this threat, the promise, already part of the 2030 Agenda, to “leave no one behind” once again resonated strongly and united governments and companies behind a common goal.

Stakeholder capitalism has ceased to be an option and has become an ethical imperative. Companies are increasingly expected to act as catalysts for social action and respond to the demands of investors, employees, legislators and society as a whole. Organizations have assumed this responsibility and are transforming their businesses to generate long-term added value in their environments, beyond that measured in terms of financial profitability.

Companies are leading the transformation of the economy toward a model that reconciles financial profitability with sustainable development

A year of progress

Most countries have been in agreement on one thing for the last few years, which remains a common goal, and this is the objective to **decarbonize the economy** to limit the restrict in global temperature to below 2°C, as stated in the Paris Agreement. In this regard, COP26, held in November, appealed to the ambition of countries when it comes to renewing their NDCs (Nationally Determined Contributions) to report annually, instead of every five years, on their objectives to reduce emissions by 2030. To respond to this ambition, the focus was placed, among other issues, on accelerating commitments and actions to reduce vehicle emissions, seeking the support of the automotive industry and its decarbonization strategies.

In Europe, sustainability is at the heart of recovery. Not surprisingly, the **European Green Deal** will receive a third of the €1.8 billion in the NextGenerationEU funds. Several plans with an impact on the automotive sector form part of this framework, such as the strategy for sustainable

and smart mobility and the increase in restrictions on emissions of atmospheric pollutants from vehicles, among others. Work is also being performed on a new **European Union Chemicals Strategy for Sustainability**, and on circularity objectives that are featured in the **European End of Life Vehicles Directive**.

An important initiative for the sector has been the entry into force of the **European Conflict Minerals Regulation** in 2021, through which the Member States must apply monitoring standards. And while the EU is preparing a new Due Diligence Directive, countries such as Germany have gone ahead with their own **law on due diligence in the supply chain**, which introduces a mandatory standard in Human Rights and environmental management for all suppliers of German companies.



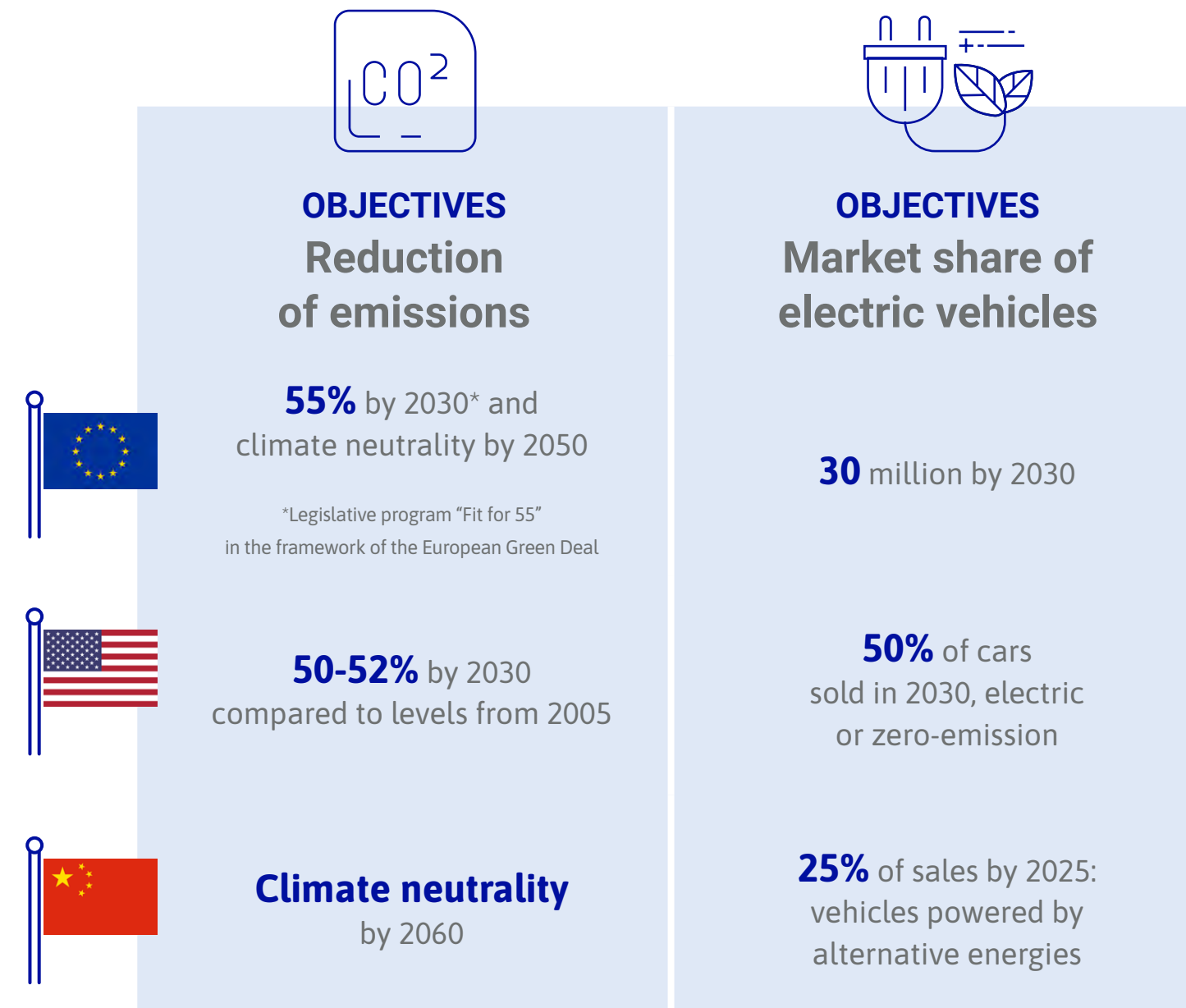


Beyond Europe's borders, the return to pre-pandemic normality has followed different speeds. **The United States**, despite the slowdown caused by congestion in supply chains, ended the year with the highest growth rate since 1984.

The arrival of the Biden administration has brought the fight against climate change back to the forefront of this country's political agenda, with the **commitment to reduce net greenhouse gas emissions by between 50% and 52% by 2030**, compared to the levels in 2005. To achieve this objective, much of the effort is focused on the automotive sector: by 2030, half of new cars sold in the country must be electric or zero-emission.

The American commitment follows in the steps of **China**, the leading market for electric vehicles in the world, and which is aiming for **vehicles powered by alternative energies to represent 25% of sales by 2025**. The producers of electric vehicles in this country account for 40% of the market and, moreover, the production of batteries –the core of the electric car that represents more than 40% of the total cost– is also concentrated in Asia, across South Korea, Japan and finally China, which is again the leader in this sector.

The promotion of this mobility is a key element in the Asian country's plans to accelerate its green transition and achieve climate neutrality by 2060. This ambition was made clear in the joint declaration made with the United States in the framework of COP26 and through which it commits to presenting, in 2022, a comprehensive plan to reduce methane emissions, responsible for around 25% of the current warming.



If we look at Spain, the **Recovery, Transformation and Resilience Plan** set the guidelines for distributing the European funds with a focus on a **green, digital, and inclusive** transformation. Under the scope of this plan, in 2021 the Spanish Government approved the first **PERTE** (Strategic Projects for Economic Recovery and Transformation) **dedicated to the Electric and Connected Car**, in order to create an ecosystem for the development and manufacturing of this type of vehicle and make Spain a European hub for electromobility. The **2030 Safe, Sustainable and Connected Mobility Strategy** was also adopted last year, designed to respond to the mobility challenges of the 21st century and with the coordination of all players in this ecosystem.

Another challenge, included in the Spanish Government's plan, relates to social cohesion and outlines the need to strengthen the digital and technological skills of human capital to ensure a fair transition in the transformation of the labor market. This objective is shared by the automotive sector and it has been working on this for a long time.

The sector, facing a decisive moment

The automotive components industry is at a time unlike any other in its recent history. The present day is marked by structural and circumstantial factors, both endogenous and exogenous, that are shaping the situation in a sector that has always known how to transform its challenges into opportunities. As a result, the sector is adapting to the new mobility trends and leading by example in the face of new regulatory and stakeholder requirements in relation to energy, climate change, raw materials, transparency, cyber security, the future of work, ethics, etc.

This transformation is taking place in a challenging environment of lower profitability as a result of the social and economic consequences of the health crisis experienced over the last two years, which have affected the industry through a severe alteration of the supply chain and an increase in logistics, energy and raw material costs.

The sector is adapting to the new mobility trends and leading by example

An expanded mobility ecosystem

In recent years, new players outside the traditional automotive industry have entered the field of play, such as technology companies, electricity companies, municipal transport bodies, banks, mobility services for business companies, consumers and society. One of the great challenges of the automotive components sector lies in the interconnection between all these new agents.

Industry 4.0^s

At a time when the market is becoming increasingly complex, the sector is understanding again that the best response is to progress with the industry 4.0 model: new manufacturing methods, energy efficiency and maximum optimization of processes for increasingly complex management. All without forgetting the “s” in the reformulation of industry 4.0^s, that is, the version integrating sustainability from start to finish.

Post-COVID-19 scenarios

The impact of the pandemic is reflected in several aspects, from the evolution of supply chains toward a *glocal* model, to the cost reduction policy of the vehicle manufacturers and the difficulties in procuring essential raw materials for the automotive sector.

The new mobility

The new mobility is sustainable, smart, affordable, and safe. Although the pandemic meant a return to the individual use of the vehicle, we expect a gradual return to shared mobility and public transport, where the vehicle is always at the forefront. Consumer concerns about safety reflect multiple dimensions: not only must driving be safe, but the interior of the vehicle must be a bubble of health, well-being and safety for its occupants. Affordability is also more important in a context of uncertainty in which people prioritize the consumption of goods and services with added value.

Disruptive technology

Artificial intelligence, cyber security, connectivity and integrated electronics; these words are no longer foreign in the language of the new mobility. Technological advances and software are becoming a differentiating element for vehicles, waiting for the great revolution that may arrive with 5G. At the same time, greater technological development and connectivity also raise new challenges for the sector, such as those associated with cyber security.



ESG, a factor in profitability

The transformation of the industry toward a decarbonized and sustainable economy is encouraging the investment community to increasingly prioritize ESG (Environmental, Social, and Governance) criteria, on understanding that they lead to greater long-term profitability. Their importance in the business strategy is also growing with initiatives such as the new European strategy on sustainable finance.

Demanding regulations

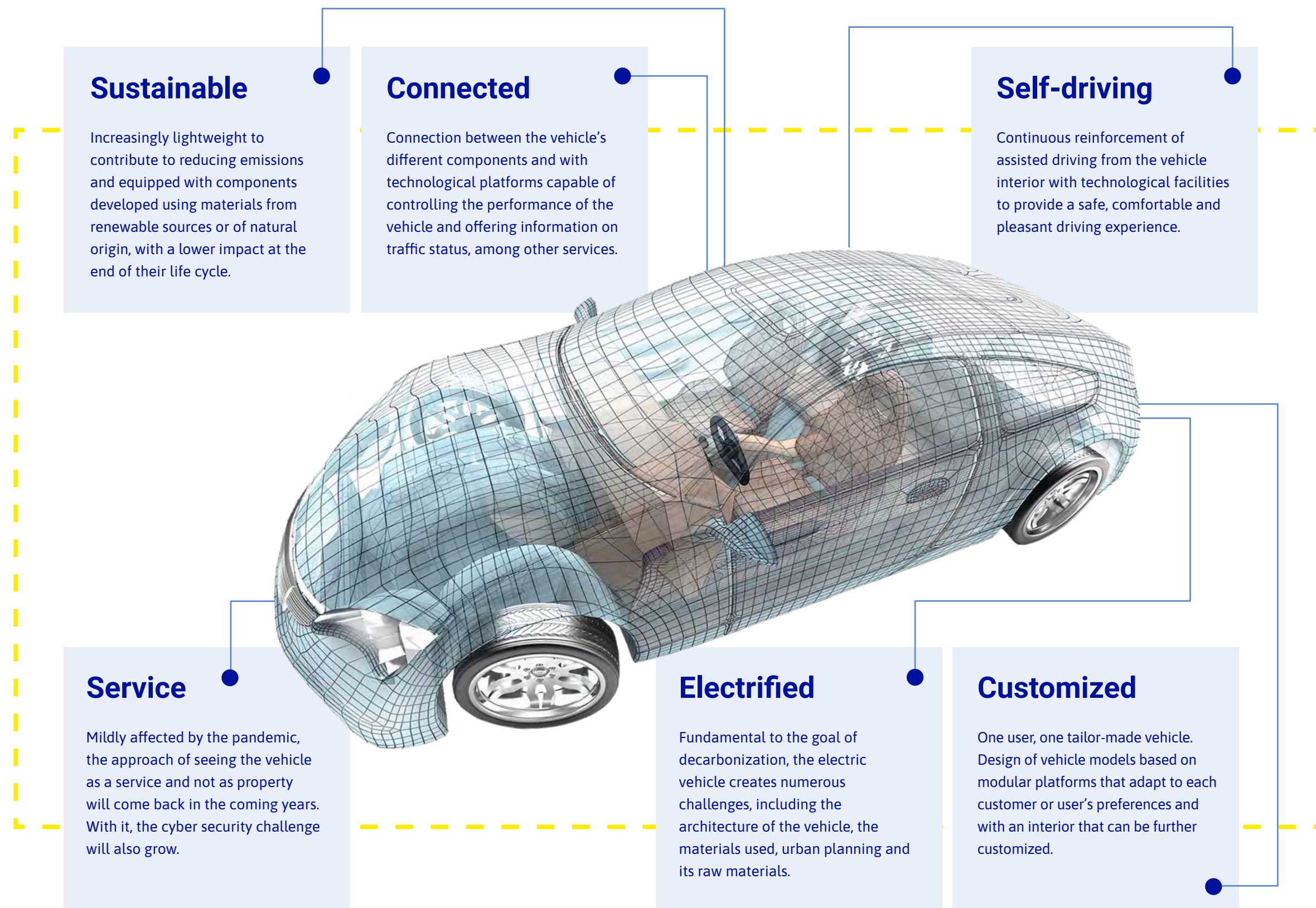
Legislation, which is constantly increasing in all regions, is laying the foundations for the new mobility, which seeks to respond to the new demands of stakeholders and will transform vehicles and their interiors. Legislation covers more than just the fight against climate change, since issues such as cyber security and transparency are also priorities for the sector.

Transformation of talent management

The Fourth Industrial Revolution brings challenges such as the risk of automation of some jobs or the digital skills divide. Added to these are those derived from the pandemic: hybrid face-to-face work and teleworking models and the importance of mental health; not forgetting issues such as diversity and inclusive leadership.

The vehicle of the future is being designed today

Faced with this range of factors, the sector is redoubling its efforts to continue lighting up the vehicle of the future, promoting its electrification, connectivity, autonomy and customization. All this without overlooking the growing trend for business models based on the use of a service rather than its ownership.



2.2.

Our strategic approach

Sustainable innovation: always two steps ahead

The automotive industry has been experiencing a true revolution in recent years. Leading this transformation will involve knowing how to anticipate the new challenges and demands of the sector. This has been Grupo Antolin's exact strategic focus from the beginning. Thanks to this, it is able to provide its customers with the most advanced, sustainable and innovative technologies and solutions. The goal is to consolidate its position as a global supplier of technological solutions for the interior of the car of the future.

Grupo Antolin is focused on the development of advanced solutions for the new forms of mobility and the electric, digital and connected car in order to lead the transformation of the vehicle from the interior. Into these solutions are efficiently integrated disruptive technologies, lighting systems, decorative surfaces and electronics, following a strategic product approach known as **Smart Integrator**.

Faced with the current challenging environment and to shape its strategy, **innovation must be, now more than ever, the lever with which to boost the company's competitiveness and**

respond to the needs of the new mobility. With a medium and long-term vision, the company's Innovation Department is exploring new technologies and identifying strategic fields of collaboration with customers, technology-based suppliers and research organizations. It also remains especially on the lookout for innovation trends with the greatest scope and disruptive impact.

Always looking to the medium and long-term, during 2021, the Corporate Innovation Department passed over to the different Business Units the projects that were already sufficiently mature and aligned with Grupo Antolin's business objectives. This will allow for a faster final engineering stage before they can become a technical proposal on offer to customers.

Each and every solution created in this department are conceived as comprehensive elements that bring together sustainable materials, excellent technical features, electronic devices and control software for their associated functions to achieve greater sustainability, comfort and safety on board.

Grupo Antolin is focused on the development of advanced solutions for the new forms of mobility and the electric, digital and connected car



Main projects

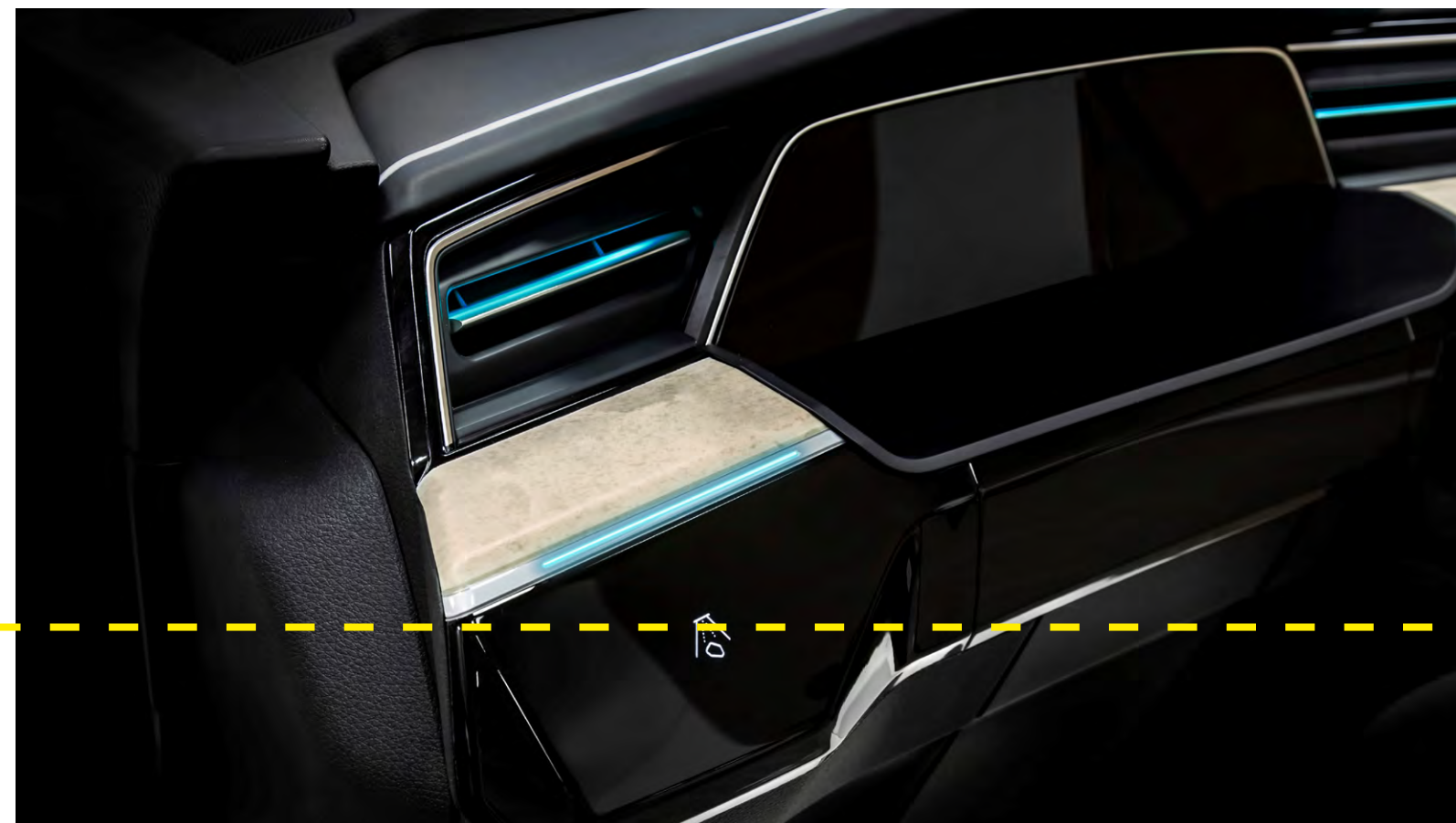
In 2021, the technical activity associated with the programs included in the Strategic Innovation Plan 2019-22, co-financed by the Institute for Business Competitiveness (ICE) of the Regional Government of Castile and Leon (Spain), was completed.

On a technical level, the company ran innovation projects related to:

- Design of the **vehicle interior for new types of mobility**.
- Integration of **advanced features in interior components**.
- **New materials and processes**.

In the current environment, another priority is to contribute to people's safety and make the vehicle a **comprehensive health protection space**. As a result, Antolin is making progress in the development of air purification and surface sterilization systems in the vehicle interior.

Innovation work is becoming increasingly ambitious from a technical viewpoint and is not just limited to the fields of knowledge most directly related to the company's current business. An example of this is the opening of a new line of action in 2021 related to **electrochemical systems for the generation and use of hydrogen** as a future energy option. The work performed in this field highlights the advantages of using carbon nanofibers, produced at Grupo Antolin's facilities, as catalyst support in the ion exchange membranes that constitute the heart of both electrolytic systems that generate H₂ and fuel cells for that gas.



Partnerships: sharing, learning and growing

Grupo Antolin believes in open innovation, cooperation and the transfer of knowledge. For this reason, it has always taken a special interest in establishing an ecosystem of profitable partnerships with companies, startups, and innovation centers in the main markets in which it operates. The aim is:

- To generate new products and/or features, technologies, business models, etc.
- To make improvements to industrial processes to optimize aspects of competitiveness.
- To integrate intelligence into certain components, making use of technologies external to the company's business.

In 2021, it collaborated with various open innovation and entrepreneurship promotion platforms, both local (Polo Positivo, Burgos) and regional (Wolara, initiative promoted by the Regional Government of Castile and Leon). On an international level, its integration into the *Plug & Play* community stands out, this being the world's largest open platform in the field of mobility.

[See Good practice](#)



Objectives 2022

The Innovation Department aims to keep **enriching the company's technological capacity and strengthen its competitive position, always with the goal of meeting the needs and requirements of the customers.**

- Study, monitoring and future vision of new technologies.
- Competitive analysis of trends and technological solutions proposed by customers and competitors.
- Identification of themes and strategic collaborations to create lines of research in the areas with greater future potential.
- Enrichment of the innovation ecosystem.

Innovation in processes

Innovation also plays an essential role in Grupo Antolin's processes. Thanks to the new technologies of Industry 4.0 and digitalization, the corporate culture is more streamlined and the information exchange and management processes are faster and more efficient. All of this with a single objective: to improve the company's competitiveness.

In industrial processes, innovation is used to create a new model: the **smart factory**.

Flexible

Allows the production system to adapt to the changing needs of customers and do this as quickly as possible.

Proactive

Able to anticipate and make decisions in real time.

Focused on the highest quality

Improving both the end product and the manufacturing process to respond to customer requirements.

Sustainable

Guarantees energy efficiency.

Streamlined

Speeds up the production process without compromising on product quality.

Among the numerous advanced manufacturing projects, it is worth mentioning those on smart energy to optimize energy consumption, as well as those on artificial vision and predictive quality to improve the end product and the efficiency of the process.

Good practice

Plug and Play: Grupo Antolin joins one of the largest global innovation communities

One of Grupo Antolin's main objectives is to widen its open innovation ecosystem to make progress in technological solutions that cover the safety, comfort, entertainment and quality needs demanded of vehicle interiors today.

In 2021, the company took another step forward thanks to the partnership established with the platform **Plug and Play**, one of the largest **start-up** communities in the world, with its headquarters in Silicon Valley and a division in Europe, Startup Autobahn. Thanks to this collaboration, disruptive thinking and the exchange of ideas, knowledge and technologies are being promoted to face the challenges and transformation of the automotive industry.

SDGs IMPACTED



MAIN STAKEHOLDERS INVOLVED



Customers



People



Society





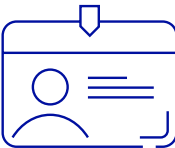



Relationship with stakeholders

Shareholders, supply chain, customers, investors, people, society as a whole. These are just some of the many stakeholders directly impacted by Antolin’s activity and whose needs and demands it in turn builds into its strategic plans and daily management.

This two-way relationship is an enormous responsibility for the company, which it manages through adopting an approach of transparency, listening, trust and dialog with all of them. The aim is not only to incorporate their demands into each process, but to go one step further and involve the different stakeholders in the company’s sustainable business model.

As a consequence of the transformation of mobility, new stakeholders from markets and sectors from outside the automotive industry are being brought in and they must form part of the listening and dialog process for the construction of the future of mobility.

Relationship channels

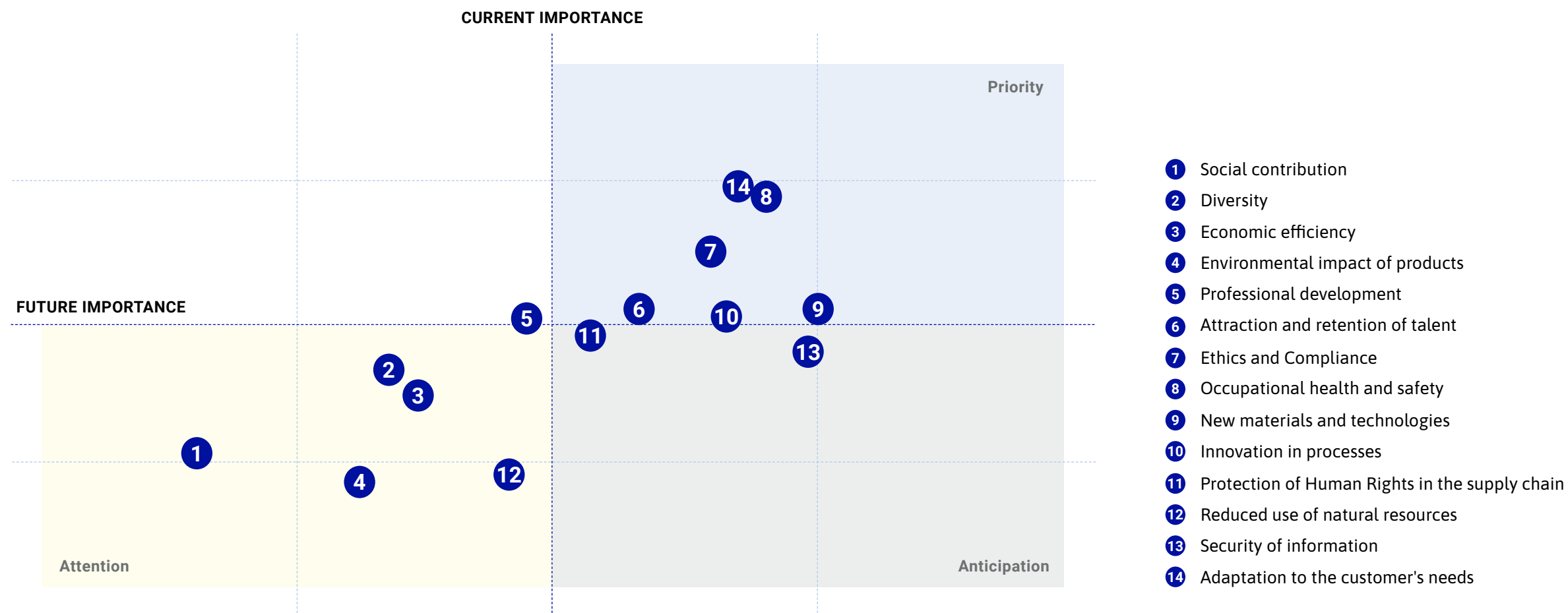
STAKEHOLDERS (from A-Z)	COMMITMENT	CHANNELS / FREQUENCY
<div></div> <div>Customers See 6.2 Customers</div>	Always at the center, their objectives are those of Grupo Antolin.	Daily: announcements and communications, assessments, monographic survey, marketing updates. Constant: Grupo Antolin sales network, social networks. Occasional: audits, benchmarking, Code of Conduct, corporate website, samples, traditional and electronic mail, non-financial statements, press releases, awards, Tech Days, training and seminars, satisfaction surveys, automotive fairs. Bimonthly: customer newsletter. Annual: Annual report, operational contact, ratings.
<div></div> <div>Investors See 6.1 Investors</div>	Mutual trust and maximum transparency of information.	Constant: monographic meetings, investor portal (corporate website), continuous contacts. Monthly: Non-deal roadshows, conferences. Occasional: roadshows. Quarterly: results reports. Annual: Annual report, financial statements, ratings, non-financial statement.
<div></div> <div>People See 6.3 People</div>	A unique talent that Grupo Antolin protects, cares for and promotes.	Daily: Intranet, traditional and electronic mail, operational contact. Constant: calls, monographic meetings, welcome protocol, corporate website, social networks. Weekly: communication platform. 1-2 times/month: communications, project team, internal network, social activities. Occasional: internal campaigns, internal InForma magazine, monographic surveys, press releases, satisfaction surveys, suggestion box, training and seminars, workshops, Basic Work Units (BWUs), internal meetings, meetings with the CEO. Annual: annual convention, annual report, corporate presentation, monographic conventions, Global Meeting, Values Awards, acknowledgments. Triennial: Workplace Climate Survey.
<div></div> <div>Shareholders</div>	Commitment and values, the driver of continuity at this family company.	Regularly: meetings. Biannual: General Shareholders' Meeting.
<div></div> <div>Society See 5.3 Better people for a better future</div>	Contribution to a more prosperous, inclusive and fairer future.	Occasional: conferences, donations, monographic meetings, work teams, patronage and sponsorship, forums, press releases, presentations, social networks, visits, social activities.
<div></div> <div>Supply chain See 6.4 Supply chain</div>	Solid and long-lasting relationships, and a common vision of sustainable development.	Continuous: assessments, Code of Conduct, ratings, Buy One supplier portal. Bimonthly: Innovative Days. Occasional: announcements, communications, audits and inspections, calls, ordinary and electronic mail, training and seminars, special newsletter. Biannual: special campaigns.

Materiality analysis and updating of relevant matters

The environment in which the company operates and the groups with whom it interacts are constantly changing and evolving. For this reason, Grupo Antolin performs a materiality assessment each year, which helps to ensure that the strategy focuses on the correct aspects and allows the company to identify, understand, prioritize and redirect the most relevant aspects for generating value in the business and in the environment in which it operates.

The annual review is based on the materiality study developed in 2017, which identified 14 material issues from an assessment of social and economic trends, the demands of stakeholders, the company's risks and opportunities, as well as the best practices in the industry. These issues were then ordered according to the importance placed on them by the stakeholders and the company, both now and in the future.

As a result of this analysis and the projects derived from it and developed by different areas of the company, Grupo Antolin has been able to direct its efforts towards those issues considered a priority both by the main stakeholders and by the company itself.



In 2021, Grupo Antolin extended the analysis of relevant issues from the concept of **double materiality**, which considers the perspective from outside (environment) to inside (company) and vice-versa (from the company to the environment). In this way, the impact of environmental, social and governance (ESG) issues on the value of the business is studied, as is the impact of the business on its surroundings and the environment on a global scale. This approach is also aligned with the organization's new strategy and with the objectives set for the Planet, People and Business areas for value creation.

The results were obtained from an internal and external analysis, completed with 10 internal corporate, business and geographic interviews. [See methodology in the Appendix](#)

The result was a **list of the most relevant global issues**, which in this report are explained from the viewpoint of the approach and management, grouped into the following blocks.

PLANET



- › Responsible use of materials and components
- › Energy management and efficiency
- › Sustainable innovation

PEOPLE



- › Employment practices
- › Attraction, development, and training
- › Health and safety
- › Commitment, diversity, and inclusion

BUSINESS



- › Business model and ability to adapt
- › Security of information and cyber security

Our commitment: Planet, People, Business

The commitment to sustainable development has been a constant since the founding of Grupo Antolin. It forms part of the culture of everyone who makes up the company and is rooted in each of its processes. Grupo Antolin responsibly assumes the challenges corresponding to it, firstly as a company, but also individually, by each of the people who form it.

Under this premise, the company has focused its efforts on developing a responsible business model that brings together business and purpose and that can create a strategic framework with specific

objectives and tangible areas of action. This model is based on three main areas of increased value for the company that allows the global challenges posed by the environment to be turned into business solutions: **Planet, People and Business**.

To make progress with them, Grupo Antolin has set some **new objectives in Environmental, Social and Governance (ESG) aspects**, as well as actions to achieve them, which are part of the company's strategy to be a leading player in the new mobility.



PLANET

[See chapter 5](#) 



PEOPLE

[See chapter 6](#) 



BUSINESS

[See chapter 4](#) 

Commitments

Sustainable economic growth using natural resources in a rational and responsible way, as well as preserving, maintaining and protecting the natural environment and living beings.

Commitment to the unique talent in Grupo Antolin as a source of value generation for the company and society as a whole.

Conscious leadership based on deeply rooted values, a solid governance model and strict ethical and compliance standards.

Objectives

Carbon **neutral** company by 2050

- **Neutral** in CO₂ emissions in its own operations by **2040**.
- **-30% CO₂** emissions by **2028**.

A **circular** business

- Eco-design of products and solutions.
- **Life Cycle Analysis** of its main products.
- **-10%** in non-hazardous waste by **2028**.

Diversity, equity and inclusion, applied to talent

- Diversity and Inclusion focused on **knowledge, values, skills and experiences**.
- **Specific plans** in the tangible dimensions of diversity: gender, disability, age, race, culture and professional profile.
- Increased promotion of **women to managerial levels**.

Zero accidents: a safe and healthy working environment

- **<2.30 reduction in the global frequency index**.
- Reinforcing the commitment to the culture of health and safety.

Committed to a **sustainable future**

- Promoting initiatives for the economic development of society.

A leader in **ethics, integrity and compliance**

- **0** confirmed ESG complaints.
- **100%** of people trained in the Code of Ethics.

A **responsible supply chain**

- **100%** adherence to the Supplier Code of Conduct.
- **100%** of direct material suppliers assessed in **ESG***.

*Environmental, Social and Corporate Governance

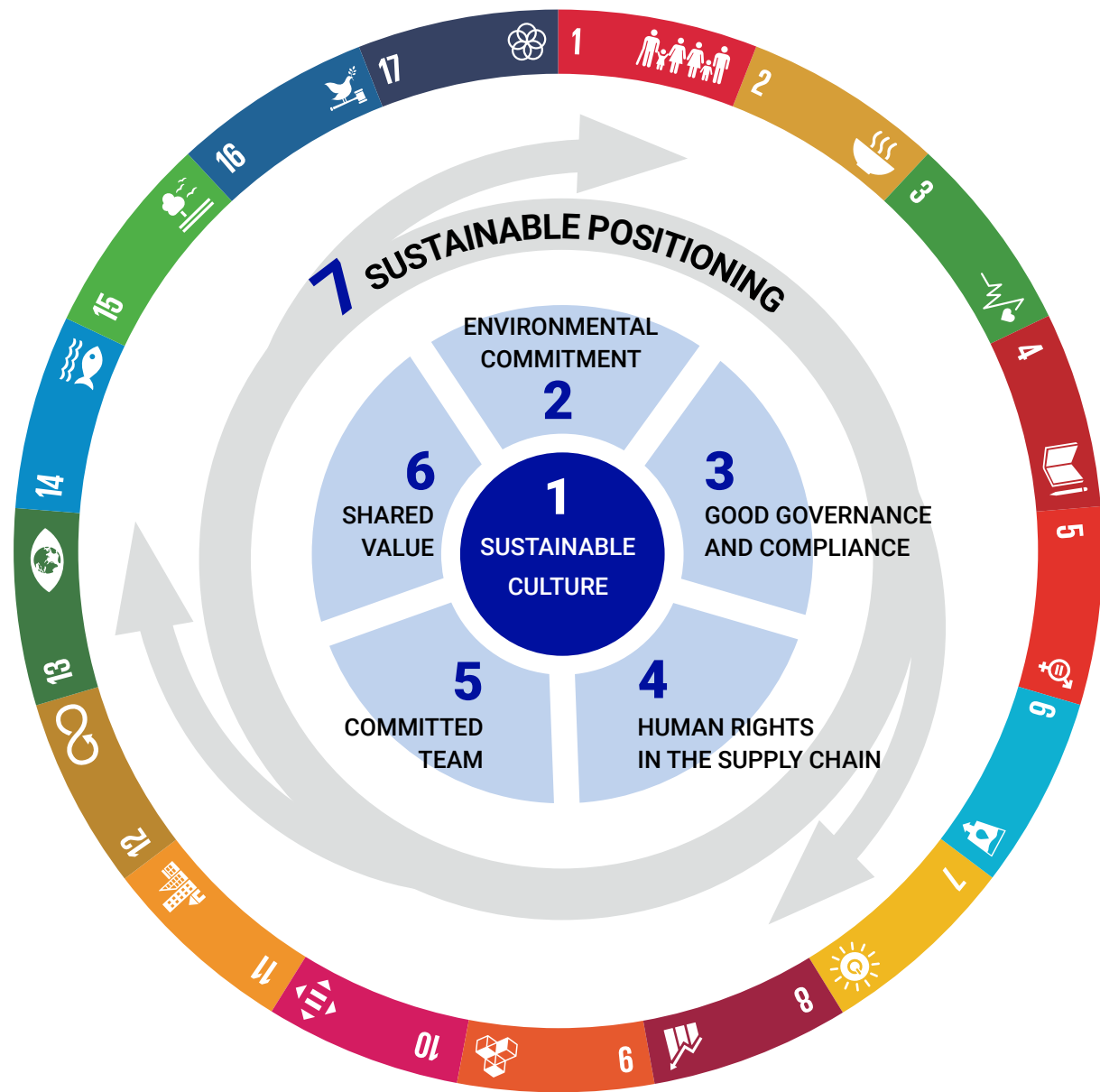


Strategic area	Purpose	Scope of action
1 SUSTAINABLE CULTURE	Strengthen and consolidate a culture of sustainability, in keeping with Antolin's Values and Vision, in every aspect of the business and in all regions where the company operates.	<ul style="list-style-type: none">Awareness and training.Value-based management.Integration and promotion of sustainability in the day-to-day.
 2 ENVIRONMENTAL COMMITMENT	Be a benchmark due to the respect we show to our environment and for our contribution to the fight against climate change and the transition towards a low-carbon economy when carrying out our activity.	<ul style="list-style-type: none">Strategy and promotion for the circular economy.Fight against climate change.Reduction of emissions.Partnerships to promote sustainability.
 3 GOOD GOVERNANCE AND COMPLIANCE	Adopt the most advanced good governance practices and standards. Integrate and encourage responsible management to generate a culture of transparency, ethics and compliance that ensures the interests of all stakeholders.	<ul style="list-style-type: none">Corporate Governance structure.Training in ethics, integrity and compliance.Analysis and management of risks.Anti-corruption.
 4 HUMAN RIGHTS IN THE SUPPLY CHAIN	Ensure a commitment to respecting Human Rights throughout our entire value chain. Extend the values of Grupo Antolin, our commitment to the environment and ethical behavior, to our supply chain.	<ul style="list-style-type: none">Sustainable management of suppliers.Awareness of CSR in the supply chain.Protection of Human Rights.
 5 COMMITTED TEAM	Consolidate the corporate identity of Grupo Antolin on a global level, through a project where employees feel valued, adopt the company's commitments as their own and feel involved in the goals.	<ul style="list-style-type: none">Attract and retain the best talent – technical and human.Listen and talk to employees.Commitment to different and diverse talent.Promotion of a safe and healthy work culture.
 6 SHARED VALUE	Be the driver of social and economic development in the areas close to our activity, through the creation of shared value. Respond to the main concerns of the community. Maximize our positive impact.	<ul style="list-style-type: none">Strategic social contribution.Contribution Model: Donations, Financial Support and Sponsorship.Measurement of the impact of the social contribution.Partnerships and relationships with the third sector, both locally and globally.
 7 SUSTAINABLE POSITIONING	Strengthen the recognition of Grupo Antolin for its sustainable performance. Promote the brand and awareness of the company linked to its commitment to corporate responsibility and sustainability.	<ul style="list-style-type: none">Reinforce the non-financial information reporting system.Sustainable financing strategy.System of relationships with stakeholders. Sustainable discourse.External representation.

Compliance with the ESG objectives is channeled through the **Sustainability Master Plan**, which is the backbone of sustainability throughout the company's entire value chain.

Its strategic working lines are directly and indirectly linked to the areas included in the 2030 Agenda, with the commitment to transform the Sustainable Development Goals into specific measures and actions.

Grupo Antolin contributes indirectly to goals one, two, six and seven; and **contributes directly to the remaining 13 SDGs**



2.3. Towards the future

The future is not written and belongs to those who know how to anticipate it. This is Grupo Antolin's belief and it works tirelessly on this basis every day.

The company's strategy is the cornerstone for contributing to a transformation horizon that will change the mobility sector forever.

In writing the future, there is a decisive turning point: 2030. The so-called "decade of action" will culminate with an analysis of compliance with the 2030 Agenda and the Sustainable Development Goals. From that moment, several unanswered questions will arise: what will the world look like after 2030? And in 2050? What adjectives will we use to describe mobility within 20 years?

There is broad consensus among experts and authoritative voices about certain macro-trends. This includes the World Business Council for Sustainable Development (WBCSD) which outlines in its document, *Vision 2050: Time to transform*, nine transformation pathways that cover areas of business activity essential for society: energy; transportation and mobility; living spaces; products and materials; financial products and services; connectivity; health and wellbeing; water and sanitation; and food.



The technological revolutions to come

Technology will play a role in all aspects of a person's life. Just as the boundaries between online and offline life will blur (the metaverses are already heralding this trend), so will those that separate work and leisure technologies.

Man and machine: peaceful coexistence

Artificial Intelligence will replace many of the jobs we know today. However, people will continue to be responsible for all the activities involving communication skills, empathy, creativity and adaptation. And this, in turn, will create new opportunities.

Demographic explosion and a new geopolitical chessboard

The Earth will have 9.7 billion inhabitants by 2050. Along the way, by 2027 India will have overtaken China as the most country with the highest population. Moreover, Europe will see reductions of up to 10% in 26 countries, and Sub-Saharan Africa will have doubled its population by 2050.

Vehicle(s) of the future

More shared vehicles and increasingly affordable and competitive electric mobility. This is the outlook that is envisaged for the middle of the 21st century. Internal combustion vehicles will not disappear, but they will doubtlessly become more efficient and their emissions less polluting.



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