ACTIVITY REPORT



EFFICIENT AUTOMOTIVE SOLUTIONS



IN A GOOD POSITION **TO APPROACH THE FUTURE**

2020 was a very difficult year for the AKWEL teams. I'm going to return to the key moments of recent months in more detail, but I'd like to start by congratulating all employees for all their efforts. I'd like to stress once again their ability to adapt in a context of unprecedented crisis and thank them for their commitment and mobilisation to ensure everyone's safety and maintain business continuity for our customers.

At the beginning of the year, the crisis hit all regions hard. We had to adapt very quickly to protect our teams, facilities, customers and suppliers. Our customers closed their plants for several weeks and we had to do the same. Then, for nearly 6 months, we weathered the storm. During this period, our business model, which was very much put to the test, demonstrated its resilience and our teams showed their ability to stand strong, until we returned to a more normal mode of operation from September.

Although not everything was perfect, as there are still some subjects not sufficiently under control and residual product risks, the overall picture of 2020 is positive. We have several reasons to be satisfied. Our sales indicate that we outperformed the market. Our profitability was good thanks to the first two months and a strong end to the year. Our quality and customer satisfaction performance remained broadly satisfactory, despite everything that has happened. Lastly, we acquired promising new technology from Tallano, enabling the recovery of brake particles, a central issue in improving our vehicles' pollution control performance. We are in a good position to approach the future. The AKWEL Group is ready to fully embark on the new mobility venture and associated market developments, particularly because major efforts have been made in recent years on the Corporate Social Responsibility (CSR) aspects – efforts recognised by various rating agencies that have highlighted our improvement on the environmental, stakeholder and governance aspects.

By drawing on our strengths and our ability to respond, over the coming months we will strive to continue flexibly and effectively managing the crisis in order to remain successful. We will continue with the human and financial efforts needed to advance our product portfolio and meet the market's new expectations (environmental standards such as Euro7, CSR, electrification, hydrogen and fuel cell, driving range, etc.). We will promote our new products and support our customers by developing, for example, hydrogen or the product line focused on the pollution control of brake particles and transform the commitment made with Tallano into a commercial and financial success. In closing, our future will also involve opening new plants in low-cost countries and studying external growth opportunities if they fit perfectly with the Group's strategy and help strengthen our presence in dealings with our strategic customers, our geographical footprint and our product lines.

MATHIEU COUTIER PRESIDENT OF THE EXECUTIVE BOARD

GROUP PROFIL

THE AKWEL GROUP IS A WORLD-CLASS AUTOMOTIVE AND HGV EQUIPMENT AND SYSTEMS MANUFACTURER SPECIALISING IN FLUID MANAGEMENT AND MECHANISMS, OFFERING FIRST-RATE INDUSTRIAL AND TECHNOLOGICAL EXPERTISE IN APPLYING AND PROCESSING MATERIALS (PLASTICS, RUBBER, METAL) AND MECHATRONIC INTEGRATION.



MORE THAN 45 YEARS OF HISTORY

INITIALLY SUBCONTRACTOR AND NOW AN INTERNATIONALLY-RECOGNISED SYSTEMS AND COMPONENTS MANUFACTURER

1972

Founding of Coutier SA, a subcontractor specialising in the manufacture of plastic parts, by the three Coutier brothers, André, Joseph and Roger.

1988 - 1990

Coutier SA begins its transformation through the takeover of MGI and the establishment of MGI Coutier, a components manufacturer specialising in plastics and metal.

1991 -1994

Beginning of international expansion in Spain and Turkey followed by China.

1994 - 1998

Continuation of international expansion (Tunisia, Argentina, and Brazil) and strengthening of business activity in France (acquisitions and organic growth).

2000

At the start of the new millennium, MGI Coutier implements the SAP management tool in order to efficiently manage its 12 French sites and 9 worldwide subsidiaries.

2004

Deployment in India.

2005

Doubling of production surface area in Turkey (new site) and in Brazil (extension).

1994

Listed on the French Stock Exchange (Paris - Eurolist).

OUR MISSION

To be a trusted tier-one supplier for our manufacturing customers helping them to build autonomous, smart vehicles that are more reliable and more environmentally responsible at a competitive price.



AKWEL designs, develops and distributes high-performance products and systems primarily for a homogeneous market of a dozen global strategic customers, automotive and truck manufacturers.

Through its world class industrial and technological knowhow in the application and transformation of materials and in mechatronics, it stands as a trusted partner to its customers. The group's expertise brings it a wide range of opportunities to develop the new products that are needed by the rapidly changing automotive market and to help manufacturers build more reliable and environmentally responsible autonomous and connected vehicles at a competitive price.

To better anticipate and more effectively serve the needs of its customers , AKWEL is organised into **product-line departments that ensure innovation and development, regional industrial departments** that manage manufacturing performance and plants by geographical area, **cross-functional departments that optimise resources and ensure strategic coherence,** and an *aftermarket* division for after-sales activities.

As a resolutely independent family group, AKWEL harnesses **four core values** – *simplicity, reliability , teamwork and performance* – to cultivate its long-term ambitions.

2011

Strengthening of tooling expertise with the takeover of the mould-manufacturer Deplanche and major external growth transaction through the acquisition of the Avon Automotive components manufacturer in the USA.

2014

Acquisition of

the Swedish

components

manufacturer Autotube AB

2006

Development in Eastern Europe with the opening of a site in Romania.

2015

The second generation of Coutiers takes the helm with the appointment of Mathieu Coutier as President of the Executive Board.

2016

The group introduces a new organisation structure with the creation of departments dedicated to product lines and industrial departments by geographical zone which manage the group's plants.

2018

The MGI Coutier group changes its name and becomes AKWEL. Accelerated growth in Asia with the opening of a 3rd site in China and another in Thailand. The Group's turnover exceeds one billion euros for the first time.

2020

AKWEL has formed a partnership with Tallano Technologie, which has developed and patented the TAMIC* solution, a system for collecting harmful microparticles emitted during vehicle braking.



2020, INA GOOD POSITION TO APPROACH THE FUTURE

In 2020, the Group generated revenue of €937.2 million, down 14.9% in published figures compared to the previous year. At a constant scope of business and exchange rates, the decrease in activity was 10.9%. The Group therefore achieved another year of outperformance compared to its reference markets thanks to numerous launches at several manufacturing sites resulting from market share gains and healthy business with several strategic customers.

In fluid management, the Group benefited from the rampup of Air products and systems, which posted an 8% increase compared to the previous year, the repositioning of Fuel products and systems in petrol and hybrid engines, and an atypical level of aftermarket sales in SCR tanks. The Group's top three customers (PSA, Ford and Renault-Nissan) accounted for 65.7% of business, versus 63.9% in 2019. In total, the Group's top 10 customers accounted for 88.1% of revenue, compared with 86.6% during the previous financial year. In the space of six years, these major customers' share of business has advanced by nearly 10 points. Conversely, sales to customers located in France were down sharply to 21.8%, compared to 24.7% in 2019.

RESULTS AN PERFORMAN 2020: **KEY FIGUR**



TURNOVER PRODUCTS



E889.4M (-15.2%)



(-8.3%)

4-YEAR PUBLISHED TURNOVER VARIATION



TURNOVER BY PRODUCT LINE AND FUNCTION



in €m	2020	Change on last year	% of turnover
Air and Oil	132.8	-8.3%	14.9%
Fuel and Control	202.2	-17.0%	22.7 %
Emission Control	186.5	-11.6%	21.0%
Washing	28.0	-21.6%	3.1%
Coolant	214.0	-20.1%	24.1%
Fluid management	763.5	-15.4%	85.8%
Mechanisms	125.9	-13.5%	14.2%
TOTAL	889.4	-15.2%	100%

AN INTERNATIONAL PRESENCE **THAT REMAINS STRONG**

NORTH AMERICA

1st site in 2000 5 sites 31.9% of employees **Turnover in 2020: €233.2m (-3.5 %) 24.9% of total turnover**

FRANCE

15 sites 13.9% of employees Turnover in 2020: €275.5m (16.9%) 29.4% of total turnover

EUROPE (EXCLUDING FRANCE), & AFRICA

1st site in 1991 16 sites 35.1% of employees **Turnover in 2020: €273.3m (-18.5%) 29.2% of total turnover**

SOUTH AMERICA

1st site in 1997 2 sites 0.4% of employees Turnover in 2020: €5.1m (-42.5%) 0.5% of total turnover THE MIDDLE-EAST (INCLUDING TURKEY)

ASIA &

1st site in 1994 11 sites 18.7% of employees Turnover in 2020: €150.1m (-3.8%) 16.2% of total turnover

DESPITE REVENUES IN ALL GEOGRAPHICAL AREAS BEING ON THE WANE DUE TO THE CRISIS, THREE SITES CLOCKED UP RECORD SALES: PAREDES DE COURA IN PORTUGAL, VILLIEU IN FRANCE AND CHONGQING IN CHINA.

TURNOVER BY CUSTOMER



89% of turnover came from our strategic customers.

STOCK MARKET DATA

- Euronext Paris
- Compartment B
- ISIN code: FR0000053027
- Share price on8 April 2021: €31.30
- Total number of shares: 26,741,040
- Market capitalisation: €837m

- Analysts following the stock: Gilbert Dupont / Louis Capital Market / Portzamparc / IDMidcaps
- Shareholder structure at 31/12/2020:
- Coutier family: 69.7%
- Public, treasury shares, employees and managers: 30.3%



5-YEAR SHARE PRICE VARIATION

HIGHLIGHTS OF THE YEA

IN A CONTEXT OF A STRONG DROP IN GLOBAL AUTOMOTIVE PRODUCTION (-16% APPROXIMATELY) LINKED TO COVID-19, AKWEL REPORTS A DROP IN TURNOVER IN MUCH LOWER PROPORTIONS THAN THE MARKET, A NEAR-HISTORIC LEVEL OF PROFITABILITY IN VALUE AND AS A PERCENTAGE OF TURNOVER AND A HISTORICAL LEVEL OF CASH GENERATION.

A LOOK BACK AT THE MAIN HIGHLIGHTS OF THE YEAR.



AKWEL VIGO (SPAIN) PRODUCES 18,000 DEVICES TO FIGHT THE CORONAVIRUS

In April, at the heart of the health crisis, the AKWEL site in VIGO put its production capacities at the service of the fight against the virus and made it possible to multiply by 10 the production of LU_TOUCH for distribution throughout Spain to professionals in the front line: health and care personnel, State security forces and social services...



AKWEL AND TALLANO ENTER INTO A PARTNERSHIP TO INDUSTRIALISE AND MARKET AN INNOVATIVE SOLUTION FOR CAPTURING FINE PARTICLES FROM VEHICLE BRAKING



TAMIC[®] Collection and filtration system for brake micro-particles

Brake particles (on average 30 mg/ km) have now overtaken engine exhaust emissions (5mg/km) as the largest source of vehicle emission levels

AKWEL HAS UPDATED ITS ETHICS CHARTER.

Intended for its employees and stakeholders (customers, suppliers, etc.), it describes the Group's principles, particularly in terms of compliance with legislation and respect for competition. It prohibits conflicts of interest and insider trading, reaffirms the protection of the environment, health and safety at work, the accuracy of accounting and financial information and fights against all forms of discrimination and harassment.

The Ethics Charter, the Anti-Bribery and Anti-Influence Code and the implementation procedures are translated into all the languages of the Group and are available on the AKWEL website: www.akwel-automotive.com



AWARDS

 FIAT CHRYSLER AUTOMOTIVE
NORTH AMERICAN SUPPLIER OF THE YEAR Finalist in the Engine Systems category

GENERAL MOTORS

Recognition of AKWEL CADILLAC Outstanding On-Time Shipping Performance

INVESTMENTS

After two years of sustained industrial investments (€87m in 2017 and €77m in 2018), AKWEL has given priority in 2019 and 2020 to optimising its operating conditions, particularly in light of the lack of market visibility, with better control of changes in WCR.

In 2020, net cash flow from investment operations amounted to EUR (34.0) million. They benefited from a great discipline in terms of new investments which were «cut» whenever possible from mid-March 2020.

- Research and development accounted for 5.7% of turnover.
- More than 480 robots have been installed, including 52 new ones during 2020, as part of the 'Plant 4.0' project.



PANORAMA

A world-class Tier 1 equipment manufacturer specialised in fluid management (86% of turnover) and mechanisms (14% of turnover), AKWEL boasts an extensive international presence. The group is present in 20 countries on 5 continents, with 41 industrial sites and 7 representative offices. It currently employs nearly 12,000 people worldwide.

TWELVE STRATEGIC CUSTOMERS

WORK IN THREE MARKET SEGMENTS:

GENERAL PURPOSE LIGHT VEHICLE PREMIUM LIGHT VEHICLE UTILITY VEHICLE AND TRUCK

MORE THAN 30 BRANDS

PEUGEOT, CITROËN, OPEL, DONGFENG, FORD, CHANG'AN, GEELY, GENERAL MOTORS, CHRYSLER, FIAT, RENAULT, DACIA, NISSAN, SAMSUNG JAGUAR, LAND-ROVER, VOLVO, DS AUTOMOBILE, BMW, MERCEDES-BENZ, INFINITI, RENAULT TRUCKS, VOLVO TRUCKS, MACK, UD, EICHER, DAIMLER, MITSUBISHI ...

OPERATING INCOME 2020 €113.7M

AKWEL IS AN INDEPENDENT FAMILY GROUP, OWNED 69.7% BY THE COUTIER FAMILY.



TWO AREAS OF EXPERTISE + A DEDICATED AFTER-SALES DIVISION

OF 2020 TURNOVER

STORAGE, TRANSFER, COOLING, HEATING, DOS-ING, SEPARATION, MIXING, FILTRATION, TEMPERA-TURE AND PRESSURE MEASUREMENT

MECHANISMS:

OF 2020 TURNOVER

- MANUFACTURER REPLACEMENT AND DISTRIBUTION (VIA THE SEIM BRAND).

THAILAND

ROMANIA

JAPAN

AUSTRALIA

CHINA

A GOVERNANCE THAT GUARANTEES INDEPENDENCE

AKWEL is one of the few equipment manufacturers of its size to retain a family-based structure. A full 69.7% of the company's capital is owned by the Coutier family, the second generation of which is now in command. The group places great stock in maintaining its independence and reflecting its valuesin its organisation structure. AKW-EL's legal structure is built around a small executive body composed of a supervisory board and an executive board.

THE EXECUTIVE BOARD MANAGES:

- the Executive Committee: this committee assists the Executive Board by formulating opinions and recommendations and encourages dialogue and the cross-cutting dissemination of best practices throughout the group's areas of activity;
- the cross-functional departments, which provide assistance and uniformity, guarantee the consistency of strategies, and optimise resources, including the Business Development department which manages the product lines coolant, emission control, air and oil intake, fuel and control, mechanisms and washing systems as well as innovation and material and product development;
- the regional industrial departments, under which the plants are grouped by geographical zone;
- an aftermarket division dedicated to the after-sales market;
- joint ventures.



THE EXECUTIVE BOARD From left to right:

Jean-louis Thomasset, Finance Director Nicolas Coutier, Director of Industrialisation and Standardisation Mathieu Coutier, President Benoit Coutier, Legal Director Frédéric Marier, Director of Industrial Performance

THE SUPERVISORY BOARD

From left to right: Christophe Besse, Christophe Coutier, Emilie Coutier, André Coutier, Geneviève Coutier, Nicolas Job. Anne Vignat Ducret (nos present in the photo, since 29 October 2020)



OUR BUSINESS LINES AND THEIR EMPLOYEES

1 M

131

1

- 25

SKILLS IN TWO FIELDS

THE AKWEL GROUP HAS LONG BEEN POSITIONED IN TWO FIELDS OF EXPERTISE, IN WHICH IT MASTERS THE ENTIRE RANGE OF KNOW-HOW AND THE PRODUCTION CHAIN.

CYLINDER HEAD COVERS, PIPING AND BLOW-BY HEATING CONNECTORS...

THERMAL MANAGEMENT (AIR/LIQUID) APPLIED TO TRADITIONAL, ELECTRIC AND/OR HYBRID VEHICLES

COOLING BATTERY RAILS, PIPES, CONNECTORS, DEGASSING TANKS, WATER INLET/OUTLET

LOCKS & STRIKERS HOODS, TRUNKS, SWINGING AND SLIDING DOORS...

EXPLORATORY WORKS ON HYDROGEN

AIR INTAKE TURBO INLET DUCTS, TURBO AND INTERCOOLER OUTPUT DUCTS, ...

FLUID MANAGEMENT

for which AKWEL is able to provide a complete management capability in terms of storage, treatment, distribution, transfer, cooling, reheating, dosing, separation, mixing and filtration, as well as temperature and pressure measurement...

MECHANISMS

in many application areas: opening, closing and articulations.





ID CONNECTORS...

21

AN ORGANISATION SYSTEM CENTRED AROUND **PRODUCTS AND PERFORMANCE**

Quality and performance are key to the satisfaction of AKWEL's customers. To safeguard their trust, the group has organised itself around the quality and development of its products, from design through to after-sales service.

The **Business Development** cross-functional department oversees all product lines (fuel and regulations, cooling, mechanisms and cleaning, emission control and oil/air intake) from innovation to product sign-off in order to constantly provide reliable and competitive products for future mobility. New products and processes are developed by international project teams, assisted by industrial development teams based at the production sites. The Group equips them with world-class communication, laboratory, testing, validation and prototyping resources.

The **marketing** of AKWEL products is organised according to proximity. To be as close as possible to markets and customer needs, the group's sales teams are divided by geographic area and by customer.

In the same way as marketing, **operational activity** is organised by geographical area. Forty-one plants are divided into six regional industrial departments. Each production site is managed by a plant manager.

Finally, an aftermarket **division** is entirely dedicated to after-sales activities, manufacturers or independents.

These entities are supported by the centralised and international management of purchasing, quality, human resources, industrial performance and standardisation.

... BACKED BY LEADING-EDGE INDUSTRIAL AND MATERIALS EXPERTISE

To further enhance its products and its two areas of expertise, AKWEL organises all of its know-how in the fields of **plastic, rubber, metal** and **mechatronics.** This cross-functional expertise is indispensable for the transformation of raw materials. Upstream and downstream, the group also incorporates state-of-the-art tooling skills (design, production, development), in **complex assembly** (welds, couplings, collars, overmouldings, snap-fasteners) and **electronic hardware expertise** (innovation, development, prototyping) **and software** (development and validation).





INJECTION, BLOW MOULDING, EXTRUSION, FORMING

19,000 TONNES OF PROCESSED MATERIALS

MORE THAN **420 PRESSES,** BLOW MOULDERS AND EXTRUDERS

RUBBER INJECTION, EXTRUSION, MOULDING

> 18,000 TONNES OF PROCESSED MATERIALS

MORE THAN **110 PRESSES,** BLOW MOULDERS AND EXTRUDERS

> METAL MACHINING, CUTTING, STAMPING, BENDING, SHAPING

> > **16,000 TONNES** OF PROCESSED MATERIALS

MORE THAN **45 PRESSES** AND BENDING MACHINES

MECHATRONICS

18% of turnover 32 MILLION Parts, from switches to electronic boards

480 ROBOTS INSTALLED,

INCLUDING **52 NEW ONES** IN 2020 AS PART OF THE "PLANT 4.0" PROJECT

OUR TEAMS, A TRUE WEALTH

EMPLOYEES BY REGION

> **35.19** EUROPE (EXCLUDI FRANCE) AND AFRI

COMMITMENT + RESPECT + ACTION +

> SHARING + GROWING +



12



HAL MARANA



GEOGRAPHICAL

0

NG CA





ASIA AND THE MIDDLE EAST (INCLUDING TURKEY)



EMPLOYER BRAND

Defined on the basis of interviews with the Coutier family and members of the management team, as well as questionnaires sent to all human resources managers and dozens of new recruits at all sites, AKWEL's employer brand is based on the company's values, its recruitment process, the integration of new recruits, and the day-to-day life of its employees within the company.

COMMITMENT +



Working at AKWEL means taking part in the adventures of an independent family group which takes the long-term view in terms of its history and its future.

RESPECT +



Working at AKWEL means working based on reciprocal commitments in which everyone has the same opportunity to succeed within the group.

ACTION +



Working at AKWEL offers the possibility to gain new skills. It also means being pragmatic, to come up with the best solution for each problem in a creative and agile manner.

SHARING +



Working at AKWEL means having the chance to learn from your peers and to acquire unique skills based on a 360° view of your job but also developing excellent professional interpersonal skills.

GROWING +



Working at AKWEL means growing individually as a person and also collectively, while acquiring the means to surpass yourself and excel.

PLANNING FOR THE FUTURE



In an automotive market in the midst of a revolution, with deep-seated changes in the car maker ecosystem and the emergence of new types of vehicle, AKWEL is making every effort to adapt its strategy and continue to offer its 12 strategic customers the innovative solutions that will enable them to stand apart in the future in this changing environment.

The automotive market is faced with major upheavals in the medium term. The development of completely redesigned vehicles, combining multiple engines, varying degrees of autonomy and a diverse range of configurations and usages is at the forefront of these challenges.

Further major challenges include the globalisation of customers and projects, local production, the arrival of new players, and the more stringent requirements on the environment and risk management. In this context, some products will be forced to evolve while others will disappear, replaced by new products and solutions. But the need for reliable equipment manufacturers successfully combining quality and competitiveness, global projects and local production will only increase for car makers.

To meet these many challenges, AKWEL is leading a **long**term strategy driven by the industrial performance and adaptation of its products.

This strategy is based on five pillars:

- industrial and operational performance;
- an appropriate product offering;
- innovation;
- international presence;
- structuring external growth.

Strengthened by these fundamentals, AKWEL aims to boost its leadership in its key markets, businesses and

products, so as to remain a benchmark and trusted partner for its 12 strategic customers.

In this way it intends to:

- pursue the globalisation of its product lines so as to stand as a benchmark supplier;
- strengthen its development in Asia
 especially in China where it aims
 to generate 30% of its business in the future;
- forge closer relations with Chinese car makers such as Dongfeng, Changan and Geely;

• develop new products adapted to the revolution in vehicles and their engines (hybrid, electric, hydrogen).

This vision is based on AKWEL's ability to harness its expertise and its mastery of materials to conceive new products, the increasing use of mechatronics, a continually evolving organisation structure, an ever finer understanding of customers needs and the ongoing training of its teams.

In short, an evolution without revolution to help customers build environmentally responsible autonomous and connected vehicles at a competitive price.

PERFORMANCE, THE KEY FACTOR



Part of the group's DNA from the very beginning, a culture of performance, efficiency, results and customer satisfaction drives the development and progress of AKWEL.

Industrial performance is an essential asset for winning and keeping the trust of its customers, and the level of this performance must be identical in all countries where AKWEL supports them.

Industrial performance hinges on the standardisation of equipment, manufacturing processes, validation methods and plant management, in order to ensure smooth production ramp-ups and to allow customers, wherever they are, to recognise the group's identity.

Further upstream, performance relies on industrial and technological choices ensuring the peace of mind of the teams as well as customer satisfaction. The successful development of a project begins with an understanding of the customer's need, the preparation of a sound technical and economic proposal, as well as excellent communications between developers and producers throughout the pre-project phase.

Industrial performance is also measured in the daily work of teams as part of a continuous progress and improvement approach, but also in the ability of the group to identify best practices and roll them out at all its plants.

SUPPORTING THE ARRIVAL OF THE VEHICLE OF TOMORROW

The coming years will see the confirmation of the prevailing trend that is disrupting the automotive ecosystem: the car, in the midst of a revolution, will be completely rethought. The change will concern engines (petrol, diesel, hybrid, electric or hydrogen), autonomy (from total driver control to complete autonomy) and configuration (redefined number of seats, rental/purchase, type of use).

For an equipment manufacturer such as AKWEL, this calls for a change in products and functions, with the appearance of new solutions and the disappearance of existing offers. Our know-how will help us to calmly deal with this transition by focusing on thermal control, mechatronics, hydrogen technology, new mechanisms and the complementarity of plastic-metal-rubber-electronics combinations.

In 2019, the global automotive market will remain as it was in the 2nd quarter of 2018, with lots of volatility and significant uncertainties on the markets, along with developments in diesel's market share throughout Europe. For AK-WEL, 2019 will be a year of consolidation after two years of significant investment and several years of strong growth. We will benefit from slower growth in our turnover, which should stabilise around $\in 1.2$ billion in 2020, as we strengthen our bases and perfectly support our customers.

We will work to meet their changing needs and support them in their transformations because we possess the human, technological and financial resources to do so. We will also pursue our efforts to improve our quality performance and reduce the level of guaranteed returns.

In terms of new technologies, and beyond those developed for our customers, we will be analysing new opportunities offered by the latest advances (artificial intelligence, etc.) and, where necessary, integrate them within our organisation and tools via 'Plant 4.0' and 'Innovation and Entrepreneurship' initiatives.



COMMITMENTS, **A Shared Responsibility**

SAFETY OUR ABSOLUTE PRIORITY

In keeping with our fundamental values of reliability, collaboration and performance, AKWEL has put safety at the heart of all of its processes. Everything is done each day and in each gesture to ensure that our teams are protected as part of a healthy and safe working environment.

The group's policy, charter of ethics and anti-corruption code are designed to enforce worldwide compliance with the legal requirements and ethical and professional rules in force, by means of objectives that are adjusted locally to the specifics of each site.



OSHA FREQUENCY RATE (NUMBER OF WORK ACCIDENTS DIVIDED BY THE NUMBER OF WORKING HOURS MULTIPLIED BY 200,000):



SEVERITY RATE



NUMBER OF COLLECTIVE AGREEMENTS CONCLUDED



QUALITY, THE PILLAR OF CUSTOMER SATISFACTION

Constantly seeking more reliable and competitive solutions for our customers, AKWEL has made the quality of our products and solutions a must. From the outset, this has been the cornerstone of the culture of performance and customer satisfaction forming the basis of the group's development. This requirement of excellence, present at all levels and at each site, is central to our business plan. It allows us, year after year, to meet and often exceed our objectives on key indicators.

PERFORMANCE / OBJECTIVES



THE ENVIRONMENT AND ENERGY EFFICIENCYAT THE HEART OF THE CUSTOMER APPROACH

Mindful of its impact on the environment, as well as the importance of ecological issues for its customers, the AKWEL group acts in several ways in this respect. First of all, the group offers innovative solutions to its customers for meeting environmental challenges (emission control, weight reduction) and energy issues (local production, recycling).

The group also ecodesigns its parts (bio-polymers, sustainable resources, recycled materials) with a view to protecting biodiversity and ecosystems by reducing its environmental impact.

Lastly, each of our sites strives to act as a responsible manufacturer respectful of its ecosystem. Our local production strategy contributes to limiting the global environmental footprint and the impact of products on climate change by reducing polluting transport and logistics operations. It also does so by reducing energy expenses, greenhouse gas emissions and discharges from each of our plants. This concern is reflected in the group-wide implementation of an ISO 14001-certified environmental management system, used to specify adapted objectives for each site. Since 2018, our French sites in Champfromier, Beaurepaire, Confort, Vieux-Thann, Monteux and Romans, which represent 75% of our energy bill for France, have been certified ISO 50001. Lastly, AKWEL calls on all of its partners to join in this approach, serving to protect the environment and control energy use.

EXPENSES INCURRED IN 2020 TO AVERT THE CONSEQUENCES OF AKWEL'S ACTIVITY ON THE ENVIRONMENT



treatment facilities, LED lighting to reduce electricity consumption, equipment for sorting waste, etc.)



THE QSE² MANAGEMENT SYSTEM, THE EMBODIMENT OF A STRATEGIC

VISION

INGENIERÍA DE Procesos

AKWEL's corporate Quality, Safety, Environmental and Energy Management System (QSE²MS) is the concrete expression of these priorities, which are central to the group's strategy. The group's integrated and certified system - rare to the profession - applies to all the teams in their daily actions and underlines AKWEL's requirement to adopt an exemplary approach. Based on the 2S2D philosophy (Simple, Solid, Dependable, Doable), the system brings together the best practices and tools developed by the company and guarantees that it will reach the level of performance expected by our customers worldwide. All these initiatives comply with prevailing international standards and regulations (ISO 9001, ISO 14001, ISO 18001, ISO 50001 and IATF 16949) and with a policy of continuous improvement.



SO THE ADVENTURE LAST FOR **GENERATIONS TO COME**

Since its foundation in 1972, the family-owned AKWEL group has been based on values of simplicity, reliability, collaboration and performance, and shares those values with its teams, partners and customers. This mindset has supported the international expansion of AKWEL, which now serves vehicle manufacturers worldwide.

To ensure that the Group's adventure and development continue for generations to come, and given the global nature of the Group today, we have decided to formalise the practices guiding our conduct in the form of an Ethics Charter The purpose of this document is to set down standards for conduct for everyone in the company. It specifies the rules that govern our operations and our relationships with all our stakeholders, wherever in the world they may be.

AKWEL 's priority has always been to conduct our activities in

an ethical manner. whether in France or elsewhere in the

world. Consequently, it is particularly important that all of our employees, managers and corporate officers should know and comply with all laws and re-

gulations regarding the fight against bribery and influence peddling in relationships with customers, suppliers and, more generally, AKWEL's partners.

Not only are bribery and influence peddling illegal and contrary to the fundamental values of our Company, but they also restrict competition and have an impact on growth.

The aim of this Code Against Corruption and Influence Peddling is to implement measures to ensure that all our employees, managers and corporate officers, wherever they are located, can prevent any involvement by AKWEL in practices involving bribery and influence peddling and, where relevant, report any practices involving bribery and influence peddling.

Finally, AKWEL's procedure sets out the practical details of the professional whistleblowing alert mechanism (hereinafter the "Alert Mechanism") implemented by AKWEL as part of its ethical strategy and duty of care to its parent company.

> MORE INFORMATIONS AND DOCUMENTATION ON WWW.AKWEL-AUTOMOTIVE.COM



ETHICS +

FIGHTING CORRUPTION + WHISTLEBLOWING +



EFFICIENT AUTOMOTIVE SOLUTIONS

AKWEL HEADQUARTERS

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