

LIVING *better*



MAKING SOMFY THE REFERENCE FOR LIVING BETTER

The building sector is accelerating its transformation with strong expectations of flexibility in usage, new technologies, and greater energy efficiency. This is why SOMFY is determined to lead in inventing tomorrow's solutions. Thanks to our independence, we have the freedom to act, invest, and innovate to bring smart living to the next level.

Because our shareholders are part of the same family, we have long-term control and can implement the agility we need to invest in the future. The public tender offer launched by the Despature family group, and our subsequent delisting from the stock market, are evidence of our strong confidence in the SOMFY Group since 1984. It reinforces the company's freedom to roll out its roadmap and support our 2030 Ambition for digitalization, innovation, operational excellence, and our people project.

SOMFY translates this long-term vision into Living Better—the expression of our useful and sustainable commitment to inspire new ways of living, working, and consuming for everyone. This is something that we must build together worldwide to inhabit our planet in a more virtuous and sustainable way. Acting for new ways of living means having a sustainable economic model, preserving the environment, and fostering individual growth daily.

This long-term vision gives each stakeholder a clear direction and instills a positive image of living better. By inspiring a better way of living accessible to all, SOMFY is positioning itself as a key player in connected and energy-efficient housing that reconciles comfort with frugality.

***“Because our shareholders
are part of the same family,
we have long-term control
and can implement the agility
we need to invest in the future.”***

**JEAN GUILLAUME DESPATURE
CHAIRMAN OF THE BOARD
OF DIRECTORS**



AT SOMFY, WE HAVE SET OURSELVES THE MISSION OF LIVING BETTER.

We believe that being responsible is fundamental to being useful. By managing our business in a virtuous way, we will have a virtuous influence on people and the planet.

Living Better guides our actions to help preserve the environment, develop our teams, and have a positive impact on our local communities, thanks to the commitment of our collaborators and corporate philanthropy.

United by this mission, we act by infusing smart ideas with the right mindset and behaviors and creating innovations that contribute to improving the world around us. We demand more of ourselves for the benefit of our clients, teams, and partners. As a family-owned and operated business, we are true to our origins.

Since 1969, we have grown from a small French company to a world leader in 58 countries. This momentum drives us forward, with humility and trust.

We adapt to change, embrace the challenges we are faced with, and maintain a long-term vision.

Through Living Better, our commitment to comfort and well-being matches our drive to make solutions more energy-efficient and high-performance.

FOR THE PLANET,
by acting every day to limit our impact on resources and biodiversity, while reducing our carbon footprint.

FOR OUR PEOPLE,
thanks to a workplace where you learn, grow, and share a common desired culture.

FOR PROSPERITY,
by leveraging collaboration and innovation.

Now's the time to be responsible and useful, together.

#LIVING BETTER

LIVE WITH PIERRE RIBEIRO

Regarding our markets, years go by but never repeat, as illustrated by the significant drop in demand in the fiscal year 2022. However, SOMFY is maintaining the pace of its transformation to be at the forefront of smart living. A year in review by Pierre Ribeiro, CEO.

“2025 One Way is articulated in three axes—customers, teams, and performance—with specific benefits expected for each of them.”

Is 2022 the year things return to normal?

P. R. — After two exceptional years linked to the health crisis and significant investments made by households in their homes, demand dropped due to geopolitical and economic uncertainties. However, our results remain higher than in the years before Covid. Our growth was 3.7% for sales exceeding €1.5 billion, and our current operating margin stabilized at 18.2%. In light of these results and our ability to return to a very good service rate, 2022 is a positive year.



Our teams have doubled down to redesign our products to incorporate components that are available on the market. This mobilization was rewarded with a service rate of 90%. Our target is 95% in 2023. To ensure long-term reliability, we are investing in our industrial facilities by constructing a plant in Portugal and a project for a logistics center in western France. Finally, we are optimizing the interface with our customer network by launching a single portal, a true showcase for all our services.

and our Zigbee-compatible range of indoor blind motors mainly dedicated to the US market. At the same time, we are supporting our customers with an online demonstrator to evaluate the energy gains related to SOMFY solutions.

What will SOMFY be in 2023?

P. R. — Our operations are driven by long-term, structuring societal changes: Improvements to building energy performance, the largest emitter of CO₂, and the rise of connected housing to create more value, comfort, and security. SOMFY has several other assets: A repositioned brand architecture to support its strategy, a digital transformation that is progressing rapidly, and dedicated and engaged teams. Our shareholders' support and these underlying trends, strengths, and investments point to a promising future. For these reasons, 2023 will be the year we will rebound and reconquer our markets.

Why was the 2025 One Way plan launched in 2022?

P. R. — As part of our 2030 Ambition, this execution plan aims to deliver concrete benefits to our clients, teams, and group performance within three years, with specific benefits expected. It has been designed to visualize what SOMFY will be like in 2025 and to allow each employee to see where they are going and measure the results of their engagement. We shared this plan in a live preview with 200 French customers of our Somfy Expert network in Avignon in January 2023. It was very well received. We will succeed in our transformation if we carry out this plan. The ball is in SOMFY's court.

What actions has SOMFY initiated to strengthen this customer relationship?

P. R. — We are acting on three levels: the reliability of our supply chain, the vitality of our R&D with launches this year, and the digitalization of the customer experience. In 2022, our priority was to restore the service rate affected by the electronic component shortage.

Does innovation still have a role in the current state of affairs to defend our positions?

P. R. — It is more than ever essential to defend our positions. Our mastery of object interoperability and our work with partners to make IoT more accessible make SOMFY a technology company. Today, innovation is driven by consumer awareness of the environment and the need to improve building energy performance. With almost 66% of our motors certified "Act For Green" and our commitment to reducing CO₂ emissions from our motors by 50% by 2030, SOMFY is showing how determined we are. We launched two major innovations: The RS100 Solar io motor to regain leadership in solar motorization

“Our shareholders' support coupled with these underlying trends, our strengths, and investments point to a promising future.”



PROFILE

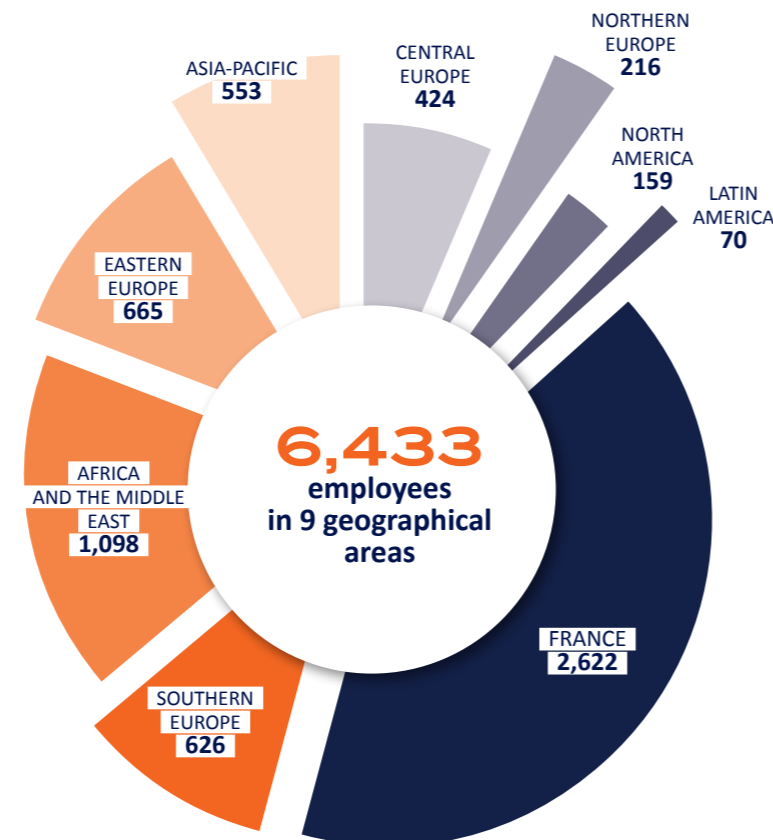
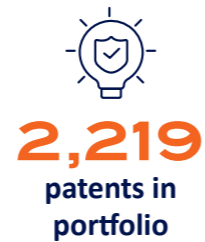
SOMFY is an international, independent, and family-owned company and is the benchmark for “Living Better”. As a player in the connected home and its use cases, the Group brings innovations to homes and buildings in terms of comfort and well-being, safety of people and property, and energy savings. SOMFY designs, assembles, and distributes motors and automated systems—integrated into blinds, shutters, doors, and gates—and the intelligent systems that control them. It also distributes connected products and digital applications.

SOMFY is always on the lookout for new uses and needs to develop new products that operate with other players’ products in the connected home and building sector. Active in the building and renovation markets, the company reduces its solutions’ carbon footprint and makes them accessible to as many people as possible through its locations on five continents and its portfolio of complementary brands. With solutions adapted to each market, SOMFY builds a relationship of trust with its customers and partners, based on the excellence of its products and services.

THIS IS HOW SOMFY WRITES THE FUTURE OF HOUSING FOR BETTER LIVING EVERY DAY, AND WE DO SO BY BEING USEFUL AND RESPONSIBLE.

2022: IN NUMBERS

In 2022, with the end of the health crisis and the beginning of the conflict in Ukraine, the Group demonstrated its capacity to adapt and continue to generate growth.



AND FACTS

FEBRUARY 2022

Measures to protect employees and assets implemented in Ukraine as soon as the conflict started and halted exports to Russia in compliance with international sanctions.

MARCH 2022

Teams were mobilized, a crisis unit deployed, and a product redesign strategy rolled out to cope with the global components shortage and restore service quality.

JULY 2022

Acquisition of Teleco Automation, a leader in automation systems for bioclimatic pergolas. This acquisition gives SOMFY a new opportunity to rebound on the dynamic terrace solar protection market.

SEPTEMBER 2022

Launch of “2025 One Way”, a three-year plan built around three pillars: Customers, teams, and performance. It offers a vision of SOMFY in 2025 with concrete and visible objectives for everyone.

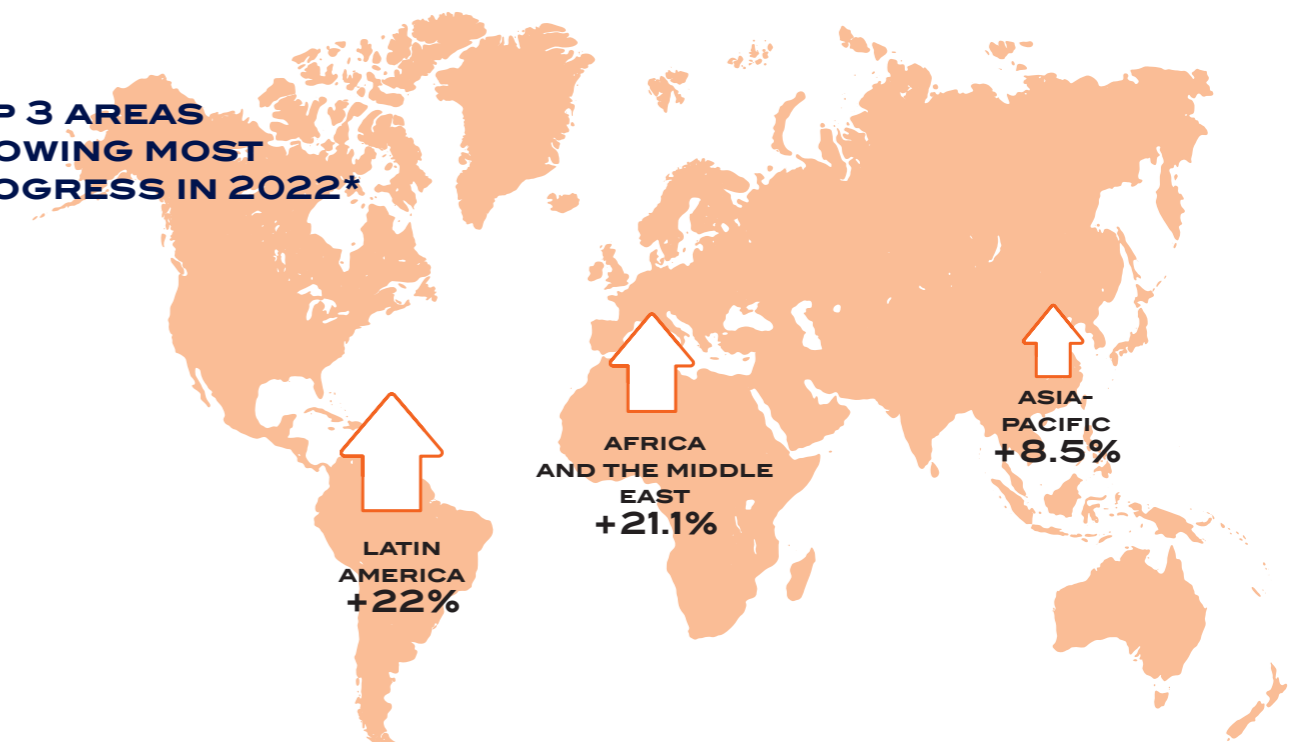
NOVEMBER 2022

Simplified Public Tender Offer launched by the principal shareholder on SOMFY shares for a mandatory delisting in February 2023. As such, the shareholder reaffirmed their desire to support the company’s long-term growth.

DECEMBER 2022

Affirmation of SOMFY’s new “Living Better” positioning, a compass that guides our actions for environmental protection, team development, and providing a positive impact on local communities.

TOP 3 AREAS SHOWING MOST PROGRESS IN 2022*



* on a like-for-like basis

VISION: INSPIRING A BETTER WAY OF LIVING, ACCESSIBLE TO ALL

AMBITION

TO BE THE PREFERRED PARTNER FOR WINDOW AND DOOR AUTOMATION FOR HOMES AND BUILDINGS.

RESOURCES

Human

- ▶ 6,433 employees, 41% in France and 59% internationally

Intellectual

- ▶ 18 R&D centers in 10 countries
- ▶ 8.7% of sales invested in R&D
- ▶ 66% of employees received training during the year ⁽¹⁾

Industrial and commercial

- ▶ 8 production sites in 5 countries
- ▶ Commercial presence in 58 countries

Financial

- ▶ Historical and long-lasting family shareholders
- ▶ Financial robustness

Environmental

- ▶ Team dedicated to carbon footprint
- ▶ Act For Green ⁽²⁾ product certification label since 2015

Societal

- ▶ SOMFY Foundation since 2004

TRADES

- ▶ Research & Development
- ▶ Purchasing
- ▶ Assembly
- ▶ Marketing - Prescription
- ▶ Sales
- ▶ Distribution

MARKET TRENDS

- ▶ Energy efficiency
- ▶ Connected buildings
- ▶ Digitalization of uses
- ▶ House as a refuge

ORGANIZATIONAL PRINCIPLES

- ▶ Architecture by functions
- ▶ Customer-centric culture
- ▶ Digitalized organizational model

APPLICATIONS

- ▶ Shutters and solar protection
- ▶ Interior blinds and curtains
- ▶ Smart Home
- ▶ External awnings and pergolas
- ▶ Access and Security

VALUE CREATED

PLANET

- ▶ 24% reduction in scopes 1 & 2 carbon footprint compared to 2019 ⁽³⁾
- ▶ 14% reduction in scope 3 carbon intensity ⁽⁴⁾
- ▶ 65.9% of products with the Act For Green label ⁽⁵⁾
- ▶ 5% reduction in annual electrical consumption per motor
- ▶ 55% of electricity from renewable sources

PEOPLE

- ▶ 6.3% of employees received a promotion
- ▶ 25.8% of women in management
- ▶ 201 jobs created in 2022
- ▶ 7.3/10 employee engagement rate
- ▶ 12 tailor-made, in-house training courses, available to all employees

PROSPERITY

- ▶ EcoVadis Gold Medal

Customers

- ▶ CNPS (Client Net Promoter Score) of 45.4 in 2021
- ▶ 12,891 customer interactions via My SOMFY Lab
- ▶ 40 patent applications
- ▶ 24 new products and services
- ▶ 6.1% of sales generated by the 24 new products in the last 2 years ⁽⁶⁾

Partners

- ▶ 2,800 experts
- ▶ Longevity of the supplier relationship

Regional anchoring

- ▶ 515 solidarity days

(1) Scope of social reporting.

(2) Somfy proprietary label, certified by PEP Ecopassport.

(3) Reduction in absolute value of emissions from energy consumption according to the market-based methodology.

(4) Reduction in relative value, based on the number of products sold, of indirect emissions concerning the entire value chain.

(5) Somfy brand.

(6) Excluding Teleco Automation.



ACTION 1

WATCHING OVER BUILDING ENERGY PERFORMANCE

• PLANET • PROSPERITY

Improving building energy performance is the main lever for reducing carbon emissions, particularly in Europe. As a player in the housing sector, SOMFY is doing its part by developing innovative automated solutions for openings that combine thermal comfort, energy savings, and reduced carbon footprint.



ARE BUILDINGS THE WEAK LINK?

In the fight against global warming, buildings are on the front line. They are also in the line of fire of public authorities. And they should be! They emit 35% of greenhouse gas emissions in Europe and are the leading emitters of greenhouse gases. Today, regulatory pressure is accelerating technical and technological innovations and is moving players to action. Insulation, heating, low-carbon materials, equipment consumption, ventilation: Carbon is lowered and measured throughout the value chain and the entire building life cycle, focusing on the low-carbon design of buildings and their energy performance.

OPENINGS ARE KEY FOR ENERGY PERFORMANCE

While windows account for an average of 12%⁽¹⁾ of heat loss, SOMFY develops solutions that optimize energy efficiency and limit CO₂ emissions. This is particularly true with rolling shutter automation in homes, which reduces consumption related to heating and cooling. How does it work? Automation ensures that awnings, shutters, and sunshades are always in the right position at the right time, even when

you are away. In summer and winter, solar protections regulate heat input on the window. This automatic management maintains interior coolness in summer and offers a free energy source in winter. As a result, it becomes unnecessary to arbitrate between energy comfort, consumption, and carbon footprint. All three are possible.

DID YOU KNOW?

A window as a radiator?

Windows are a major source of energy. They develop 500 watts per square meter. They impact heat gain or loss in summer and winter. Automated solar protections manage building energy contributions by using them to their advantage in winter and protecting against them in summer.

PROOF BY NUMBERS

SOMFY solutions have a positive impact on the climate and avoid an average of 1.7⁽²⁾ times their carbon weight for users. This figure is validated by Carbone 4, an independent consulting firm specializing in low-carbon strategy and adaptation to climate change. The Group develops and markets motorizations and automatic systems that make the most of the sun's energy contribution in winter and protect against it in summer. During the summer heat peaks, its motorized solutions—rolling shutters, blinds, and adjustable sunshades—reduce temperatures by 4 to 7°C⁽²⁾ in France compared to manual solutions. In winter, these solar protections reduce heating consumption in Europe by 10 to 30%⁽³⁾, depending on home size, geolocation, construction year, and window equipment.

DID YOU KNOW?

RE2020: SOMFY embraces RE2020

In France, the new Environmental Regulation 2020 aims to optimize overall building performance. To assist professionals in choosing solar protection in future new buildings, SOMFY has launched an online demonstrator that evaluates how its solutions show gains according to RE2020 indicators.

DID YOU KNOW?

Working with ES-SO to bring solar protection to the masses

ES-SO is the umbrella organization for sun protection trade associations in the European Union. SOMFY supported Global Shading Day, held on March 21, 2023. This world day aims to inform the public and policymakers about the human, environmental, and economic benefits of solar shading, with the ambition of imposing standards in building legislation.

KEY FIGURES

35%
of greenhouse gas emissions come from buildings in Europe

1.7
positive impact of SOMFY solutions on the carbon weight of user customers

FROM 4 TO 7°C
gained in summer in France versus manual shutters⁽²⁾

FROM 10 TO 30%
less heating consumption in winter in Europe⁽³⁾



(1) [ecologie.gouv.fr https://www.ecologie.gouv.fr/sites/default/files/V2_Guide%20diagnostiqueurs%20DPE%20logement%202021.pdf](https://www.ecologie.gouv.fr/sites/default/files/V2_Guide%20diagnostiqueurs%20DPE%20logement%202021.pdf), page 31.
 (2) TBC study for the French Building Federation: Analysis of the energy contribution of windows - Normative and regulatory study.
 (3) Cabinet Carbone 4 study: Average of six countries studied: Germany, France, Belgium, Poland, Spain, Italy.

ACTION 2

OUR PRODUCTS MAKE A DIFFERENCE

• PLANET • PROSPERITY

In 2022, SOMFY made good progress in the exterior and solar markets. It integrated the Italian player Teleco Automation and launched its new RS100 Solar io motor. With this expanded offering, the Group is well-positioned to catch the wave in both markets and boost growth.

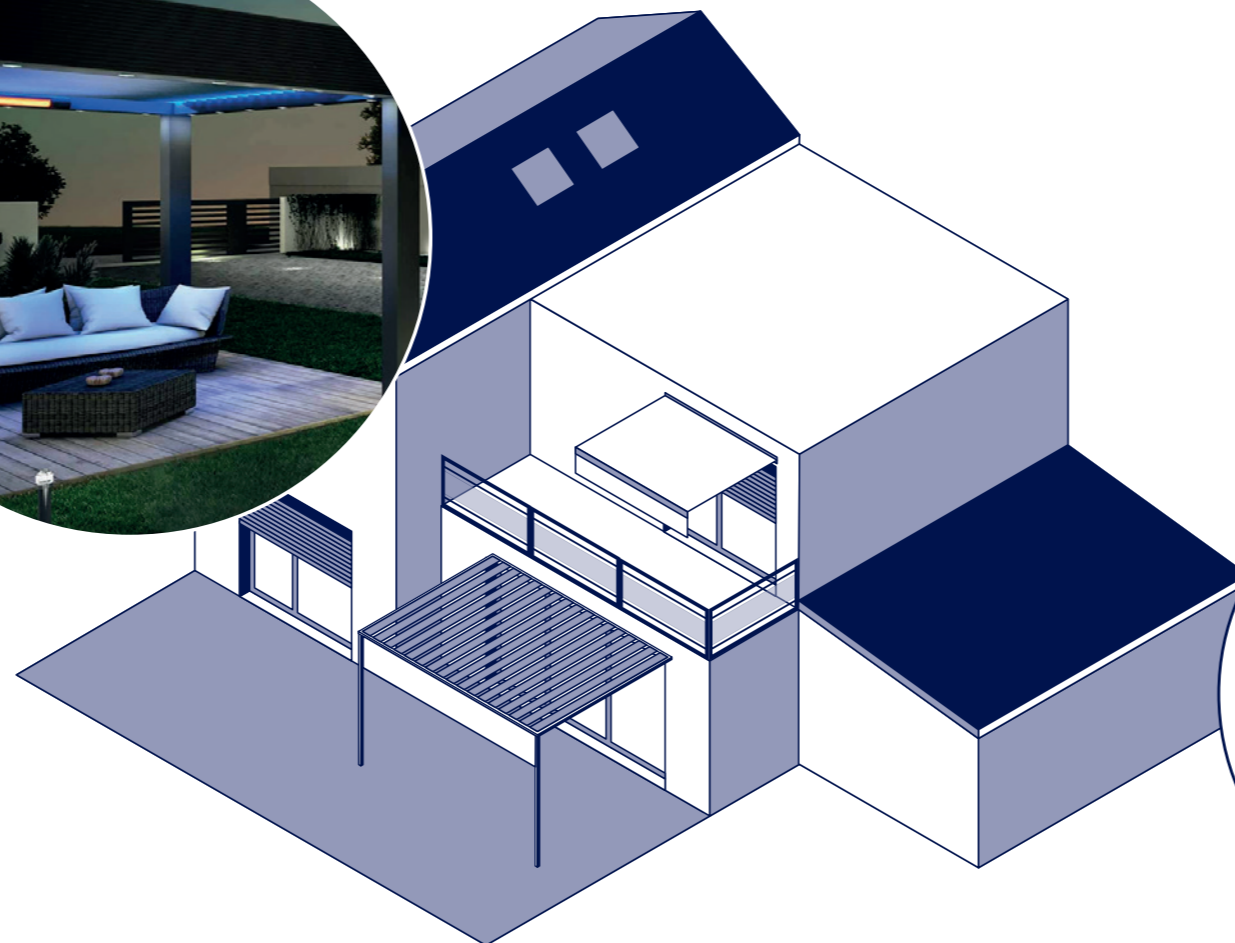
RESPONDING TO THE BOOMING EXTERIOR MARKET

After the health crisis, consumers' regained interest in outdoor living is proving to be a long-term trend. SOMFY responds with a complete and innovative solution that integrates sensors, awning motors, and equipment connectivity. To cover this market's needs, SOMFY acquired 75% of the shares of Teleco Automation, the leader in automation systems for bioclimatic pergolas. Together, they will provide pergola, awning, and conservatory manufacturers with a value proposition based on Somfy's io-homecontrol® technology. The Group will benefit from Teleco's expertise in customization; lighting management for pergolas, awnings, and conservatories; and solution integration to expand its playground and offer customers additional services and innovations. With this strong brand, we aim to become the benchmark partner for exterior automation in the European and North American markets.



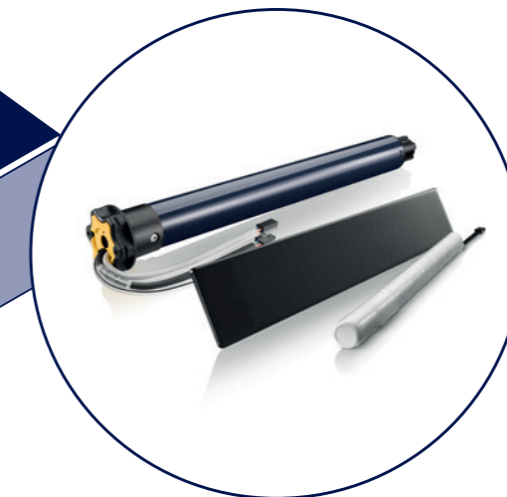
“Exterior is a high-value market where the average manufacturer's basket is much higher than elsewhere. SOMFY is legitimate to develop its presence in this high-end segment.”

*Liesbet Hervieu-Besson,
SOMFY exterior product line manager*



“The solar shutter market is booming, and the new RS 100 solar io motorization provides our customers with an innovative, easy-to-install, and silent solution. Coupled with Smart Comfort, it provides advanced automatic shutter management for greater comfort and energy savings.”

*Éric Sermet-Magdelain,
SOMFY rolling shutter product line manager*



COMPATIBLE WITH TAHOMA® SUITE, A NEW COMPLETE ECOSYSTEM FOR PROFESSIONALS

Somfy has created a complete ecosystem of services at all product life cycle stages. The TaHoma® Suite innovation combines three components: TaHoma® switch, an intelligent control for home equipment; TaHoma® pro, a mobile application dedicated to professionals to facilitate shutter installation; and Serv-e-Go, an online maintenance tool for remote diagnosis.

“The new RS100 Solar io motor is the first solar offering in our catalog. In the renovation market, SolarApp is invaluable because it allows you to verify window compatibility and seamless integration before installation.”

Laurent Devun, Dupuy Stores



CREATION: 1996
TREVISO, ITALY
180 EMPLOYEES,
18 ACTIVE PATENTS
€42M IN SALES IN 2022

“Our customers manufacture sun protection structures, which are very complex products today. They are looking for a reliable partner who can listen to their needs, provide support, and offer personalized and complete solutions to manage this complexity. Teleco Automation and SOMFY are meeting this need together.”

Roberto Collovini, President of Teleco Automation



ACTION 3

THE SOMFY EXPERT, BRAND AMBASSADOR BRIDGEHEAD OF THE GROUP'S PERFORMANCE

• PROSPERITY

Customer centricity is SOMFY's mantra. It is expressed through a range of physical and digital interactions. Spearheading the installer relationship, the Somfy Expert network represents the brand on the market.



2,800
SOMFY EXPERTS

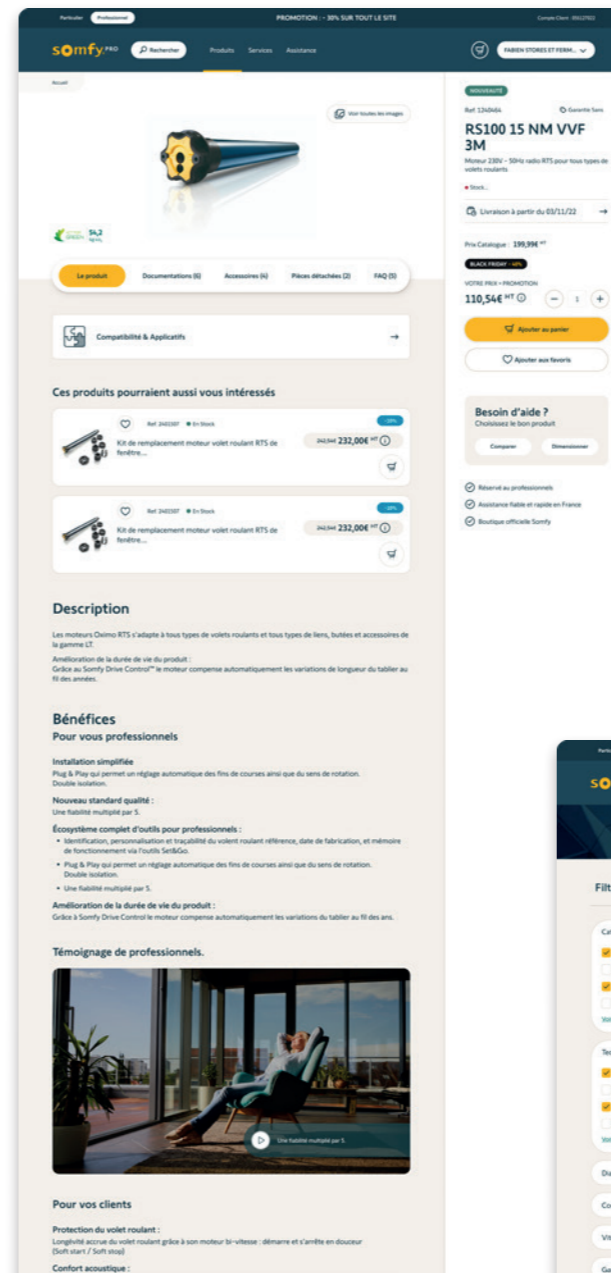
5
AVERAGE SALES MULTIPLIER FOR A SOMFY EXPERT

THE SOMFY EXPERT NETWORK: THE HIGH-LEVEL INSTALLER "CLUB"

Somfy Experts are consumers' trusted partners and are true professionals in their field. The brand selects them according to quality criteria and commitments. The Expert guarantees Somfy's quality and benefits from exclusive services such as community management, training, access to a dedicated platform, referencing on the brand's website, marketing and digital support, consumer leads, and the right to use the Somfy brand and the Somfy Expert label. In exchange, they promote the brand's products and connectivity. At the forefront of innovation, the Expert promotes interoperable ecosystems such as Tahoma to combine connected home products. At the cutting edge of training, they also benefit from product information and new products before anyone else. As a result, the Expert is always one step ahead of the market, like the new solar motor revealed exclusively to 200 Experts at the Avignon seminar in January 2023.

DIGITAL EXPERIENCE: SOMFY TAKES IT UP A NOTCH

SomfyPro is Somfy's new omnichannel and personalized portal. It responds to feedback on our professional customers' needs and expectations. The objectives are clear: Reinforcing the digital experience, customer satisfaction, team efficiency, and Group sales performance. It provides a fluid, unique, and personalized path that significantly enriches the experience for all professional customers, especially when searching for solutions and tracking orders. It is a veritable service platform and gives access to a B2B e-shop, training center, marketing & digital support platform, qualified lead management, and Somfy-connected services. This new portal will be launched in France and Central Europe in 2023 and rolled out worldwide by 2025.



EXPERTS TALK

Two professionals from the Somfy Expert network discuss their relationship with the brand.

Claudio Emanuelli, Vigano, Lombardy, Italy
Frédéric Berger, La Clayette, Burgundy, France

Why did you join the Somfy Expert network?

CLAUDIO EMANUELLI: As Somfy is the European leader in its market, our motivation was obvious. We wanted to integrate the entire smart home ecosystem.

FRÉDÉRIC BERGER: Joining this network means that an innovative and renowned brand backs our company. We are moving from a distribution strategy to a brand strategy by questioning customer motivation and discussing uses more than products.

What are the benefits of the program?

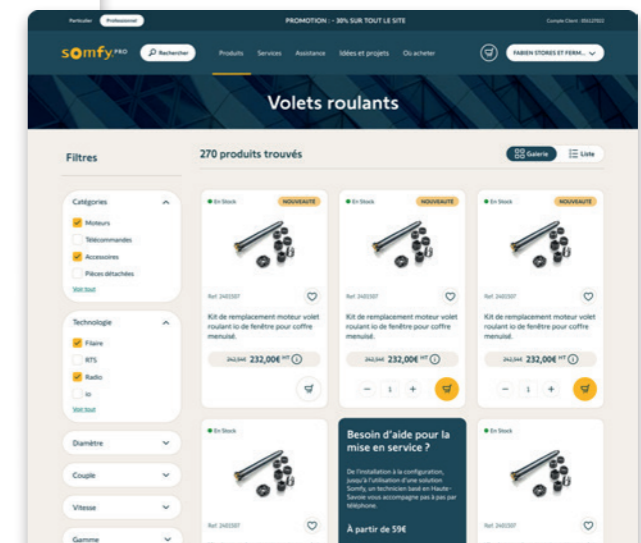
C. E. — The visibility we benefit from, through brand communication and return in terms of leads, brings us potential customers referred by the Somfy portal. We also benefit from extensive information, making it easier to sell the products despite their complexity.

F. B. — We can meet other installers, share experiences, and benefit from customized support and omnichannel communication. Somfy gives us the information and tools to provide our customers quality service throughout the product life cycle.

What would you say if you had to describe your relationship with Somfy?

C. E. — It is a partnership and a fluid relationship. We are the first to learn about product innovations and receive regular training.

F. B. — Partnering with Somfy means you are proud to represent a company with which we share the same values. This makes all the difference.

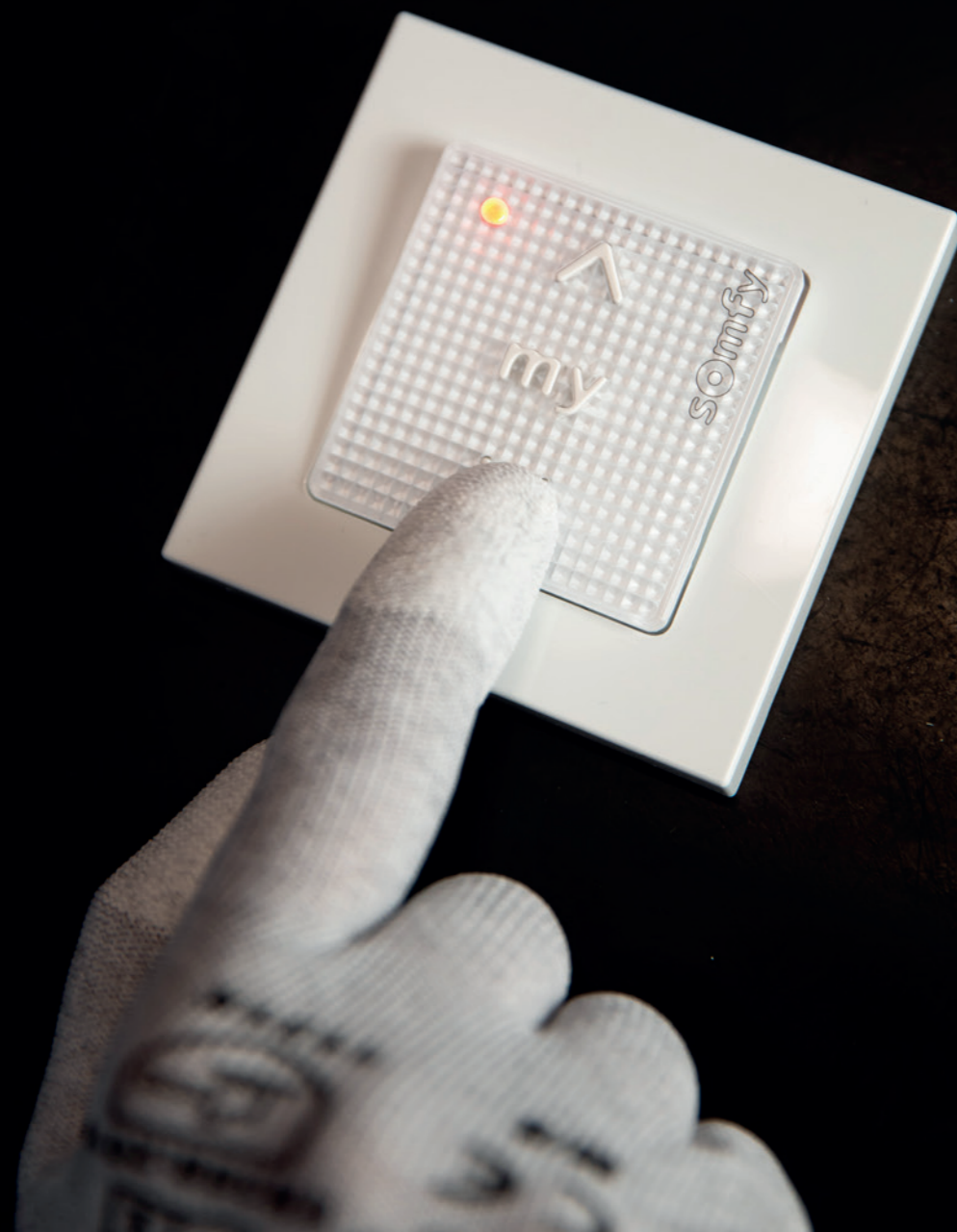


ACTION 4

A RACE AGAINST TIME BETWEEN TRUSTED PARTNERS

• PROSPERITY

Stay calm and keep innovating! The worldwide components shortage was like running a marathon for teams relaunching the new Smoove remote control. SOMFY has placed its bets on long-standing partners, and a new page is being turned.



1

THE SHOCK WAVE

During 2021, SOMFY recorded a declining rate of service. This resulted from the global electronic components shortage that began in 2020 and affected SOMFY and other manufacturers using this generation of components. This structural crisis was linked to the lack of industrial capacity and exacerbated by the sharp upturn in global demand in the second half of 2020, driven in particular by electrified automobiles requiring a significant number of components.

2

SMOOVE, THE EYE OF THE STORM

The Smoove remote control, with over 3 million units produced annually, is a flagship product for SOMFY. It accounts for half of the remote control sales and is often purchased in conjunction with other equipment marketed by the Group. To restore the service rate degraded by this shortage, SOMFY started redesigning about forty electronic boards equipped with new-generation components that were more readily available on the market. At the same time, the Group purchased large quantities of components on the market to prevent any future shortage.

3

STRONGER TOGETHER

The Group started by contacting its leading supplier ACTIA Group, the main manufacturer of the Smoove remote control electronic board. In addition, they depend on ST Microelectronics and NXP—designers and producers of microcontrollers—and Clayens NP, plastics manufacturer. All of them are French or European partners with whom SOMFY has established close ties. In the summer of 2021, ST Microelectronics, NXP, and SOMFY started designing and developing new electronic boards in record time. The work focused on application and software solutions to control the remote control. Most importantly, microcontroller manufacturers are committed to allocating sufficient amounts of product to restart large-scale board production. ACTIA Group and Clayens NP are industrializing new production means by integrating new specifications to double production capacity in less than six months. From 26,000 remote controls per week before the crisis, production at the Zriba plant in Tunisia passed the 50,000 unit mark in Spring 2022. A few months later, SOMFY was in for the win: We had eliminated all of our delivery delays.

4

INGREDIENTS THAT MAKE FOR THE RECONQUEST

Beyond our exceptional team engagement, four reasons explain how this challenge was successfully met.

An unprecedented organization. A part of the R&D and purchasing teams responsible for developing new offers quickly switched their focus to redesign. The success of this organization is due to the cooperation between the “new offers” and “series life” teams, which usually work on the product’s life cycle at different stages.

Trusted partners. The Group succeeded in bringing on board long-standing and close partners. This is how SOMFY, with less weight than the sector giants, was listened to and given priority by ST Microelectronics and NXP, two behemoths of the electronics industry.

Bold choices that pay off. SOMFY committed to a purchase volume before product qualification to secure component purchases. Another bet was taken on the robustness of its development, with the Group starting manufacturing without waiting for final sample validation.

An ecosystem of European players. While the health crisis strained global supply chains, SOMFY turned its preference to regional players who are geographically and culturally closer to us.

5

“AMY”, THE NEXT CHAPTER

SOMFY was also preparing the new generation of Smoove controllers on the sidelines of this crisis. The Group is still working with ST Microelectronics, ACTIA Group, and Clayens NP and will continue to build on the positive and long-lasting relationship that has been built through the crisis. It is a way for SOMFY to thank our partners who doubled down when the odds were not looking good. This nourishes a lasting partnership.

ACTION 5

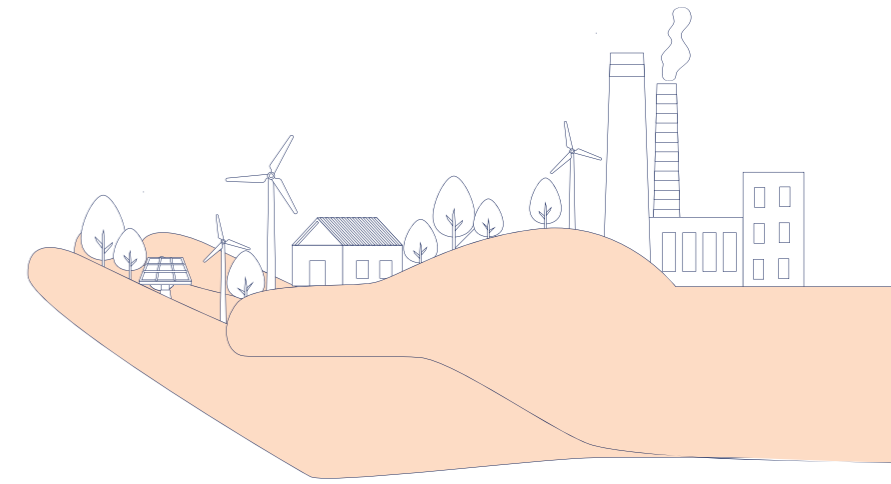
CARBON FOOTPRINT AND PRODUCT ECO-DESIGN

• PLANET

Analysis of SOMFY's carbon footprint shows that products account for most of its CO₂ emissions, especially when they are on standby. The Group has launched a dual eco-design and responsible purchasing policy to reduce its footprint. A focus on the Group's 2021 carbon footprint.

"To continue offering more energy-efficient products, the Group has launched design projects that incorporate Energy efficiency into products. Today, all products are developed with a maximum CO₂ emissions equivalent threshold. The results already show a 5% reduction in electricity consumption in 2022."

*Philippe Geoffroy,
Environmental performance director, SOMFY*



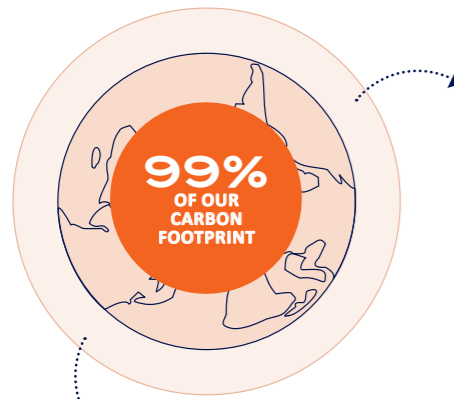
OUR PRIORITY

SCOPE 3

Emissions over the product's entire life cycle—from raw material extraction, transformation, and transport to the production site to transporting the finished product to the customer, its use, and finally, its end-of-life.

OBJECTIVE 2030

-50%
of Scope 3 greenhouse gas emissions in intensity (based on the number of actuators sold).



7%
comes from our operations



MOBILITY

- Collaborator awareness days on soft mobility.
- Eco-safe driving test on 30 vehicles.

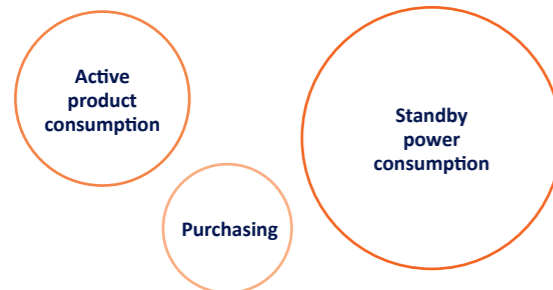
TRANSPORTATION

Roll-out of a decarbonization plan for transportation, with three milestones: short, medium, and long-term.

DIGITAL

Implementation of the MyITFootprint tool to measure and reduce the GHG emissions of the Group's IT equipment and servers.

93%
of our footprint comes from our products, including 80% of the products' energy consumption. 65% comes from standby consumption.



PURCHASING

In addition to its Sustainable Purchasing Policy, the Group included an environmental criterion to select suppliers in 2022.

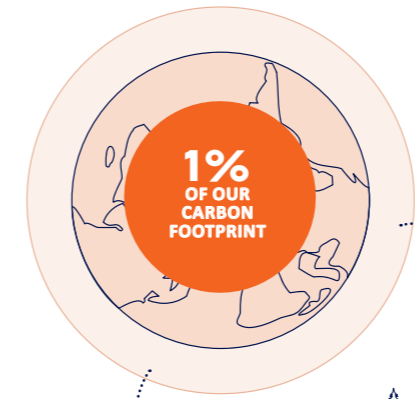
ECODESIGN

SOMFY improves its products' energy efficiency by reducing their energy consumption. This approach has been rewarded with the in-house Act for Green label, which goes beyond regulations. The label is applied to the Group's entire brand portfolio, and 65% of products sold by the end of 2022 carry the label.

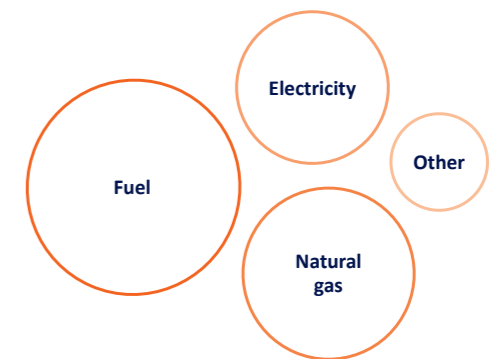
OUR GLOBAL ACTIONS

OBJECTIVE 2030

-50%
of Scope 1 and 2 greenhouse gas emissions as an absolute value in relation to 2019 levels.



SCOPE 1 (77%)
Direct emissions



SCOPE 2 (23%)
Indirect emissions from power consumption and heating/cooling networks

OUR ACTIONS
Acceleration of the conversion towards greener sites

75%
of the Group's industrial sites now have green electricity contracts.

55%
of the electricity used on its industrial sites is renewable, and the objective is to reach 100% by 2030.



ACTION 6

CONSUMING LESS AND BETTER

• PLANET • PEOPLE

Building energy performance, low-carbon mobility, IT uses, and equipment: SOMFY uses material and human levers to limit its operations' impact on the planet. Its roadmap combines daily eco-actions and structural investments.



SOMFY ZRIBA,
TUNISIA

USING COMPUTER EQUIPMENT MORE EFFICIENTLY

Because IT equipment is the largest energy consumer, SOMFY encourages virtuous practices such as turning off the equipment at the end of the day, optimizing replacement rates, and using a carbon footprint indicator for each device, including its reparability index.

“633 kg CO₂ carbon eq. was the digital carbon footprint of a SOMFY user in 2021. To lower it, the IT department has established a genuine strategy for digital sufficiency. In particular, it is based on extending employees’ IT equipment renewal period and rolling out an IT carbon reporting tool to measure and monitor actions. At the same time, awareness-raising actions are implemented to help everyone challenge their digital uses. A day of action and awareness is organized annually during Cyber World CleanUp Day, during which a collection of faulty professional and personal computer equipment is organized. The 2022 edition resulted in saving 18.5 tons of CO₂ carbon eq.”

David Lyonnaz Perroux and Justine Tavernier, SOMFY Group, France



ECO-COMMUTING,
SOMFY NANXUN,
CHINA

OPTING FOR MORE ECONOMICAL TRANSPORTATION

SOMFY offers eco-driving courses, contributes financially to sustainable mobility, encourages carpooling with a dedicated app, and has installed electric charging stations. To update the carbon footprint and monitor changes in employee habits, SOMFY conducted an international Eco-Mobility survey of 6,300 employees.

“At the Nanxun site in China, SOMFY encourages electric mobility and telecommuting. The Group has installed four charging stations and has a fleet of 118 electric scooters available to employees. Habits are changing, as shown, for example, by the growing number of employees who own an electric vehicles. During the annual Sustainable Development Day, awareness-raising activities were offered on low-carbon transport modes, a quiz measured participants’ knowledge of sustainable development, and a booth was dedicated to electric scooters to encourage their purchase. Telecommuting has become a common practice that directly improves employees’ carbon footprint.”

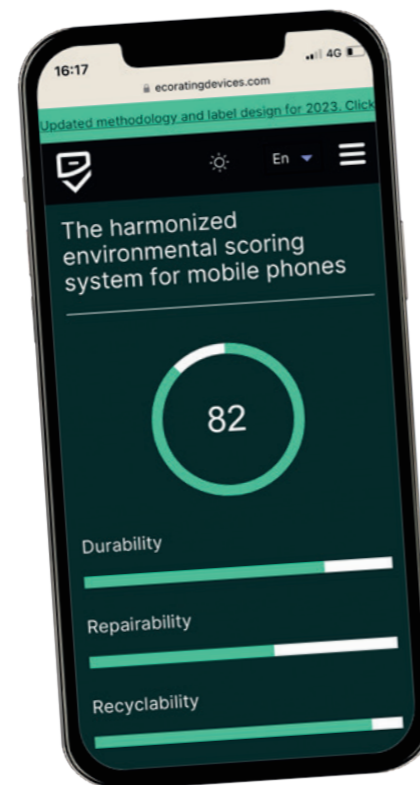
Jessica Ge, SOMFY Nanxun, China

REDUCING ENERGY CONSUMPTION

In response to the energy crisis, all Group sites are committed to reducing their energy consumption. They do this by limiting the inside building temperature, turning off the heating earlier to take advantage of inertia, and turning off outdoor lighting at night.

“In Southern Europe, 80% of sites have a green energy contract for electricity and gas. Spain was the pilot in this process, followed by Italy and Greece. At the same time, building performance has been optimized by paying particular attention to insulation. The new offices are built using new, more energy-efficient specifications, as in Spain and Israel, where SOMFY has just acquired new facilities. These new buildings have been equipped with group solutions to reduce energy consumption. Spain is also implementing an additional initiative for mandatory teleworking on Fridays. Offices are closed three days straight, which is an excellent way to save energy.”

Aurélie Zilber, BA Southern Europe



NEW NATIONAL STANDARD SCOOTER
SOMFY NANXUN, CHINA



ACTION 7

ENGAGEMENT IS A TWO-WAY STREET

• PEOPLE **• PROSPERITY**

Engagement results from well-being at work and is a performance lever for the company. Some are losing grasp on theirs, but for SOMFY, engagement remains strong—and is even a competitive advantage—because it is measured, maintained, and enriched.



SOMFY: A GREAT PLACE TO WORK AND GROW

SOMFY measures this commitment every two years with its Somfyscope tool. In 2022, turnout was at a strong 89%, which is a sign. What did we learn from the results? 75% of respondents perceive the Group as a place to grow and develop. For 83% of them, SOMFY acts for inclusion, particularly the integration of employees with disabilities. 83% are still proud of the Foundation's actions, in which several hundred get involved every year. The study also shows pain points that we need to improve by implementing concrete actions. The main ones aim to improve the balance between professional and personal life, to develop feedback skills as a key element of the desired managerial culture, and to gain efficiency through digital tools and processes.

“SOMFY Southern Europe pioneered the creation of a digital division and the implementation of marketing automation. Employees benefit from increased skills, career opportunities, and new business initiatives.”

Pierpaolo Bergomi, Director of the Southern Europe BA

THE LEVERS OF ENGAGEMENT BY SOMFY

SOMFY's people project and desired culture build a work environment that stimulates engagement and sets the company in motion. The opportunity for people to be lifelong learners, to be themselves, and to have an impact is a true source of fulfillment. This impact is reflected in SOMFY's commitment to society and the environment. As a pillar of the Group's culture, this commitment is reinforced by products that optimize building energy performance and a Foundation that contributes to better living on the planet.

COMPANY-EMPLOYEE: IT'S SOMETIMES A LOVE-HATE RELATIONSHIP

The “great resignation” is in full swing: “your employees are turning into mercenaries”, “disenchanted workers”, “historical record of resignations”, etc. In 2022, the press buzzed with worried companies facing an unprecedented situation in the labor market. The aftershocks of the health crisis are still here, and their causes are well known: The quest to have a meaningful job, better life balance, and recognition. Even more worryingly, young people are the first to go. As a result, companies are forced to define the contours of a win-win contract with each employee. What is SOMFY doing? With 80% of employees saying they are proud to belong to the Group, the results are very positive. Their engagement is not only a priority for the Group; it is the cement.

DID YOU KNOW?

Drafting the team charter was a collaborative job

At SOMFY, the team charter was not written in a closed room. It was designed during a brainstorming workshop organized by the manager to set the principles that will guide their team. What are the objectives? Facilitate collaboration, promote engagement, and improve overall team performance while ensuring employee well-being and respect for their professional and personal life balance.

“I joined SOMFY as a temporary worker fifteen years ago, and the Group allowed me to develop and broaden my skills. Today, I am in charge of operations, and I manage nine people. This mobility reinforced my motivation and my commitment to SOMFY. I give back to the company that has given me so much.”

Yahiaoui Heikel, Operations Manager, Bonneville Logistics Centre, France

DID YOU KNOW?

Experience solidarity first-hand

Voluntarily, employees take part in Foundation solidarity projects that foster exchanges and sharing. Managers play a crucial role in making these days possible by being instigators and setting aside time for these special moments. This was what the recruitment team at the Action home in Lyon experienced.

“Getting trained on how to give feedback helps us understand how listening to employees daily significantly impacts their engagement. If the manager walks the talk, the concept becomes a concrete reality that benefits everyone. For the employee, manager, and performance.”

Massimiliano Marzo, SIMU Brand Director

DID YOU KNOW?

Taking care of an employee with a disability

A Human Resources team doubled down on its creativity to ensure the well-being of its student who uses a wheelchair. The open-space layout with a wider circulation and an adjustable desk, escorting to the company restaurant, team training for fire evacuation, and awareness of the constraints linked to the specific handicap of this colleague: Everything was thought out to create a unified team. It was a rich and inclusive experience for all.



ACTION 8

CARING FOR BIODIVERSITY

Faced with declining biodiversity, quick action is necessary by taking local actions on fauna and flora, SOMFY creates a positive impact, raises awareness among its employees, and allows them to contribute to its preservation.

• PLANET • PEOPLE • PROSPERITY



BEES AND HONEY COLLECTION

France, SOMFY sites in the Arve Valley – The four SOMFY sites in the Arve Valley host a dozen beehives in partnership with the association Apidae who performs weekly maintenance during the high season. The first 2021 harvest reaped 45 kg of honey and in spite of the drought, the 2022 harvest reaped 182 kg. The apiaries have enabled the reintroduction of the Savoy black bee, a local endemic species in danger of extinction. Now we can offer local honey to our customers and collaborators!



FOREST DISTRICT OF DECELESTYNÓW (WARSAW)

Poland – On April 12, eleven SOMFY Niepolomice employees planted 3,600 pine trees on the dune near the Goździkowe Bagno reserve. This was the last step of the environmental initiative #wSomfykrecimysadzimy (@atSomfywespinandplant).



CLEANUP DAY

Prague, Czech Republic – On October 21, fourteen Eastern Europe BU employees participated in cleaning up a park near the office called Central Park. A great team effort resulted in the collection of about 30 garbage bags.



CONSTRUCTION OF A "PATH OF REFLECTION" WALL

Central Europe - SOMFY Germany – On November 1, just like every year, the SOMFY Germany team gathered around this traditional social project. Twenty-six volunteers from all departments built a wall, called "path of reflection", for the guests of Tübingen Hospice.



GORGE HOMOLE NATURE RESERVE

Poland – On the weekend of September 17, a team of SOMFY employees went to the Gorge Homole Nature Reserve in Poland to collect abandoned waste. They used the time to share experiences in the service of nature.



ECOLOGICAL DIAGNOSIS OF THE SOMFY SITES IN THE ARVE VALLEY AND BONNEVILLE

France - SOMFY sites of Cluses and Bonneville – For the first time, an ecological diagnosis of the flora was carried out by France Nature Environnement in 2022 on SOMFY sites in the Arve valley. This one produced very good results because between 38 and 56 plant species were counted, depending on the site. Several recommendations for action were also provided and are currently being studied.



MAGLAND FOREST

France – After a storm in 2019, nearly 170 hectares of forest were destroyed. The SOMFY Foundation is committed, alongside the ONF and other public and private players, to helping rebuild damaged areas. It will finance the planting and maintenance of 10 hectares of forest for the next years. This commitment also mobilized sixty SOMFY Group employees who went to the site on November 7 and 8, 2022, to plant the equivalent of 1.7 hectares of forest.



ACTION 9

HEAR IT FROM THEM

•PEOPLE •PROSPERITY

Because gender diversity is a major performance driver, the Group aims for 40% female managers by 2030 and one in two female recruitments. Three women managers representing three functions and three countries share their experience within the Group.

What is your job?

EMNIA BEN SALEM: As a Mechanical Engineer, I am responsible for industrializing processes and equipment at SOMFY Zriba. Daily, I manage a team of eight people, including five engineers.

DELPHINE MARTIN: As the Group's Legal Director, my job cuts across all business lines. I manage a team of twelve people, primarily women, in France, Italy, and Germany.

DEIRDRE BROWER: I'm currently End User Channel Director for North America. I started working for Somfy seventeen years ago as Marketing Coordinator. As years passed, I went from an operations role to a management role.

What do you particularly like about your job?

D. M. — The wide variety of contacts and subjects related to compliance, integrating legal issues into the business, and watching the Group's transformation are very motivating. My position offers me a playground to support this transformation, which is particularly important.

E. B. S. — I appreciate how interactive it is, especially with the other Group sites, and the technical challenge of setting up or adapting equipment and processes. These are human and intellectual adventures that I find exhilarating.

How do you perceive your role as a manager?

D. M. — In my eyes, being a manager gives me the opportunity to impact the organization as a whole and my team's development. I have evolved from managing expertise to being a guide who places trust and empowers collaborators by being authentic and without putting on a manager's hat.

E. B. S. — I always try to identify the obstacles that the people I coach are encountering. Once these obstacles are removed, everything becomes easy. In a technical environment, management is naturally collaborative to identify the optimal solution by taking the shortest route.



**DEIRDRE BROWER,
END USER CHANNEL
DIRECTOR FOR
NORTH AMERICA**

“Say yes, even if you think you aren't ready. When faced with growth opportunities, that's where I was pushed forward.”



**DELPHINE MARTIN,
GROUP'S LEGAL
DIRECTOR**

“You have to listen to that little voice inside you and make it grow. At SOMFY, there is room for all future managers.”

I was lucky enough to attend the EVE program, an intra-company women's leadership seminar that gave me confidence in my ability to take on this challenge. Take a risk; SOMFY will be at your side to help you grow!

D. B. — Say yes, even if you think you aren't ready. When faced with growth opportunities, that's where I was pushed forward. If you wait until you are ready, it's often too late.

What do you imagine for yourself tomorrow?

E. B. S. — My next position will be Technical Director of the Zriba plant, and my priority is to assert my role throughout every aspect—studies, IT, project managers, and technical data. Tomorrow, I aspire to a more global management position as Site Manager.

D. M. — The Group's transformation is a playground where I still have much to do. Still, if I decide to step aside tomorrow, my transversal knowledge of the Group's trades and processes will offer me great opportunities.

D. B. — I try to be myself and encourage everyone on my team to be true to themselves. That's what authenticity is. The diversity you can get from having authentic individuals on a team is priceless. Understanding who they are and how they work is how we create success.

What issues have you encountered during your career at SOMFY?

E. B. S. — In a technical profession, women must prove themselves despite preconceived biases. Once you have demonstrated the strength of your technical mastery, the question of being a female manager is no longer relevant.

D. B. — In terms of being a woman working in a technical industry, I think women are generally their own worst enemies. I can sometimes second-guess what I do, so I over-prepare and research every topic I will be discussing. The actions SOMFY is taking are making a difference. We are already seeing more women in management and leadership roles.

What would you say to a woman who dreams of being a manager?

D. M. — Take the plunge and ask for help because everyone can do it. You have to listen to that little voice inside you and make it grow. SOMFY offers so much support to new managers to help them define their roles.

“Once you have demonstrated the strength of your technical mastery, the question of being a female manager is no longer relevant.”



**EMNIA BEN SALEM,
MECHANICAL ENGINEER**

ACTION 10

DIGITAL IS A LEVER FOR PERFORMANCE AND DEVELOPMENT

SOMFY is accelerating its digitalization to turn data into a competitive advantage. Digitalization strengthens the connection with our customers, increases added value, and improves the efficiency of its processes. For collaborators, it creates a work environment with better working conditions and encourages them to develop new skills.

• PEOPLE • PROSPERITY



SOMFY CLUSES, FRANCE

The MES was successfully implemented in Cluses from September to November 2021. We trained 250 operators on MES, resulting in numerous benefits. With improved data accuracy and the integration of information and product traceability, we now have better control over production. This enables us to identify, react, and adapt quickly to changes. The system automatically generates detailed reports, freeing up the team to focus on value-added tasks. Additionally, the implementation has significantly reduced our reliance on paper-based support.





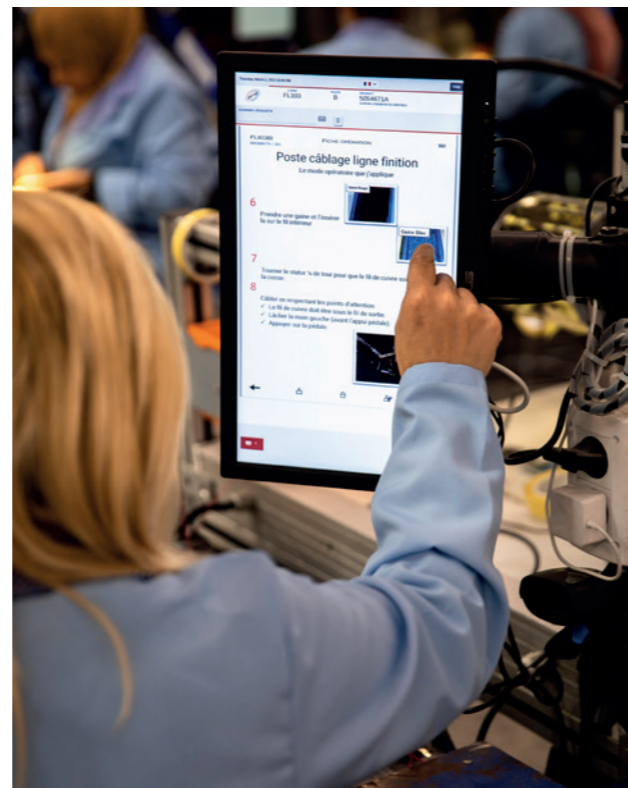
📍 **SOMFY ZRIBA, TUNISIA**

The MES was implemented in Zriba in September 2022, and the result has been seen on the shop floor for a while now. 800 people were trained on MES after 34,000 hours of training and accompanying work. Some of the advantages of MES include increased operational management due to dashboards and visual management.



📍 **SOMFY NIEPOŁOMICE, POLAND**

The MES implementation at Niepolomice is scheduled for September 2023. The project was initiated in May 2022, and since then, the project and IT teams, the site coordinator and key users have been working on various streams and data to ensure a successful go-live of the MES. Additionally, the team is building an MES school where operators and production employees will receive training.



WE ARE DESIGN

(*WE ARE DESIGN)

ACTION 11

EMPLOYABILITY IS PRICELESS

• PEOPLE

Learn, question yourself, be agile, and talk with your manager regularly: SOMFY is a learning company where everyone has the cards in hand to grow. The objective is to maintain the employee's employability throughout their professional life.

DEVELOP IN 70/20/10 MODE

SOMFY allows its employees to manage their careers through training, internal mobility, and regular meetings with their managers. To develop their skills, the Group applies the 70/20/10 model with a three-part learning process: 70% situational exercises, 20% social interactions and peer discussions, and 10% traditional training. In addition to regular manager feedback, the HR cycle includes an annual individual development interview for training needs. Employees express their wishes during the meeting, and an action plan is implemented. It can consist of coaching, working in pairs, or following internal or external training. Internally, the training offer is accessible via the SOMFY Campus interactive platform. This open space offers everyone a panel of content selected by the business managers and organized into cross-disciplinary and business academies.

SOMFY CAMPUS: SUCCESSFUL TAKE-OFF

With 15,000 visitors since the platform's launch in June 2022, 3,200 activated licenses, and 113,000 videos watched, SOMFY Campus has quickly found its audience. It is organized into nine transversal academies and 14 academies of excellence, which evolve in line with the need for skills. The upcoming launch of the "Modern Workplace", "Data", and "Diversity and Inclusion" academies are a great example. These academies offer specific SOMFY training modules enriched by acquiring LinkedIn Learning licenses to build a library of off-the-shelf training content anyone can access. The 14 Excellence Academies offer development paths with professionalization programs customized by trade. Each one is led by an Excellence Owner who formalizes and grows the learning roadmap of their trade to guarantee its excellence. Because they are open to everyone, these modules contribute to team skills development and the seamless onboarding of other collaborators.

SKILL, A MATTER OF EXCELLENCE

They are responsible for excellence in their business, in Purchasing and Project Management. Gwenaëlle Benoit-Ossart and Romain Pellet-Gallay tell us about their job.

What's your job in a nutshell?

G. B.-O. — I aim to ensure the skills, processes, and tools implemented within the Purchasing community are state-of-the-art. To achieve this, we are working on a continuous improvement approach using, in particular, the power and efficiency of digital.

R. P.-G. — My assignments are based on three axes. The first defines the project manager's target profile by working on the skills of those who hold positions and what we are looking for in recruitment. The second creates and leads a community of project managers to harmonize best practices and work collectively on business standards. Finally, we ensure that our teams' skills are enhanced through coaching and training to increase efficiency and contribute to sustainable employability.

What qualities do you need to develop for this job?

G. B.-O. — You need to have a long-term vision of the trade and a very in-depth understanding of what's happening in the field to find their solution alongside the teams.

R. P.-G. — My job requires a lot of upstream project experience to be relevant in my analysis and support and to be legitimate with the teams. It is also essential to communicate transversally with all entities and vertically to capture the needs of the field and get management to validate them.

What aspect of your job do you enjoy the most?

G. B.-O. — Creating value is particularly rewarding when the purchasing function is becoming stronger. Today, we aim for excellence embodied personally by each person, a movement accelerating with the integration of new digital tools and the use of data. Helping to improve the buyer experience for the benefit of the group and supplier ecosystem is exciting.

R. P.-G. — I find it particularly stimulating to have a broad vision and impact on the Group's entire project system. My job also allows me to invest time in market intelligence, project management trends, and exchanges with my peers from other companies. For example, we brainstorm and investigate AGILE methods and their applications in other sectors

What brings you the most pride?

G. B.-O. — We have designed an in-house "onboarding" training module. The 10 sessions allowed us to share our vision and beliefs about purchasing and experience real-life situations. In six months, 133 employees of several nationalities were trained with a satisfaction rate exceeding 80%. It's highly satisfying to have set the Purchasing department in motion by giving meaning to what we do and seeing our teams' alignment and commitment.

R. P.-G. — Faced with the global shortage of components, we challenged our project organization to modify our product design in record time. This was possible thanks to close collaboration between the Purchasing, Technical, and Supply Chain teams and working differently with our suppliers. This experience was a real accelerated laboratory to make our project management more efficient and set the standard in project management best practices.



ACTION 12

STEPPING ONTO THE LADDER'S FIRST RUNG

• PEOPLE • PROSPERITY

As a technology company, SOMFY is also a family-run, humane company. It is open to young people looking for their first professional experience and open to a challenge. SOMFY takes them in and trains them to one day become tomorrow's talents of smart living.

BEFORE THE BACCALAUREATE

1/ AN INTERNSHIP AT 15-YEAR-OLD

Site visits, job fairs, panel discussions in secondary schools or discovery courses—the SOMFY Foundation increases awareness for industrial jobs among youth seeking a career path. This year 24 employees guided 16 teenage school-children on a journey to live their work life for a week.

How did this experience inspire you?

This internship allowed me to target areas close to my interests: I discovered three professions: interface design, product design, and communication.

What do you remember from this week of observation?

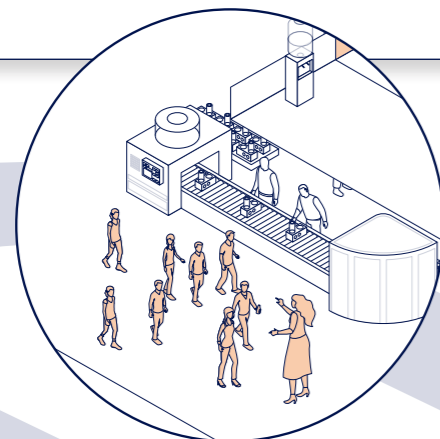
Product design caught my eye. There's drawing, modeling, and working on materials. After this internship, I contacted design schools to help me choose my options for the baccalaureate.

What would you say about SOMFY?

It is a dynamic, modern, and efficient company. I was so excited that I asked the Product Design Manager to hire me, but I'm not old enough and don't have the qualifications!



Emma Brisson, 15-year-old student hosted in Cluses (France)



AFTER THE BACCALAUREATE

2/ MY END-OF-STUDIES INTERNSHIP

For students of higher education looking for an internship to validate their degree, SOMFY offers professional experiences to put into practice and deepen their knowledge.

Do you like working in the industry?

Working in this sector has taught me connected home technologies. I particularly like working in industry, especially with this international dimension.

What did this internship bring you?

It allowed me to apply everything I learned at university and in my master's degree. Communicating with people from other countries allowed me to learn more about their culture when launching a local campaign.

What did you like best about SOMFY?

I had the freedom to come up with creative idea campaigns within the social networks and put them to the test. Even though I was an intern, the teams trusted me, and that's great!

What words would you use to describe SOMFY?

International and learning.



Paulette Alvarez, Ecuadorian graduate intern based in Barcelona (Spain)



3/ MY WORK-STUDY

From the first day of onboarding, work-study students benefit from a personalized program based on significant milestones. They can learn more about the company's trades, participate in the Foundation's days, and acquire soft skills.

What is your job at SOMFY?

I am the international communication assistant for the organization & supply chain function. I help improve communication between the eleven factories around the world.

How did you get the job?

I found the ad on Indeed after seeing many positive comments about SOMFY and its employee management. The process was fast, transparent, and productive; I had two interviews and a positive response within ten days.

Do you like working in the industry?

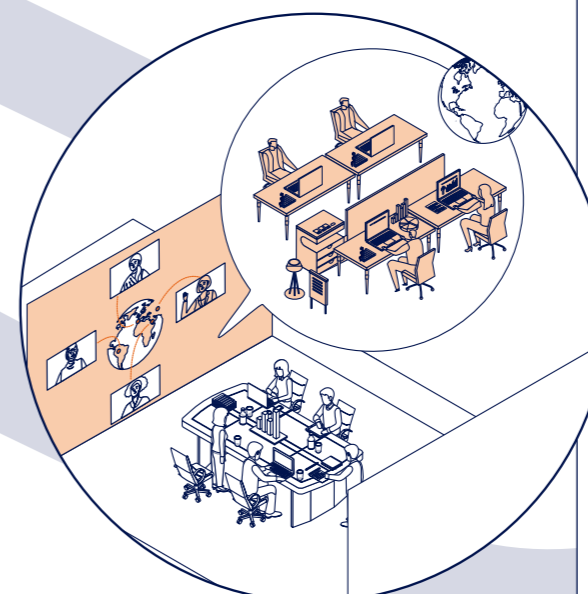
I have rediscovered the world of connected homes. I learned how the home of the future will help us save energy, avoid over-consumption, and keep our home safe at all times.

How would you describe SOMFY?

This is a visionary company where you can challenge yourself, learn every day, and be creative.



Emilia Depresle Alvarado, Guatemalan work-study student based in Cluses (France)



AFTER GRADUATION

4/ MY V.I.E.

Present in 58 countries, SOMFY offers one- or two-year international volunteering programs (V.I.E.) to acquire new skills and gain exposure to multicultural practices.

What position do you hold at SOMFY?

I am a project coordinator and software engineer. In particular, I develop motor software and ensure Nanxun teams enjoy the skills they need to use our tools and processes.

What interest do you find in working in this field?

Being able to combine software and hardware has always been important to me. When the product contributes to improving our daily life, it's a plus.

What is this V.I.E. bringing you?

I was looking for a culture shock, and China did not disappoint. The V.I.E. allowed me to leave my comfort zone and grow personally and professionally. It's an excellent springboard for the future. I'll not be able to have an experience like that anytime soon.

How would you describe SOMFY?

It's a big group, but it feels like a family.



Antoine Delemotte, V.I.E. based in Nanxun (China)

5/ MY FIRST LONG-TERM JOB

At the end of their work-study program, the best employees can be hired and continue their development within the Group. It's a win-win policy for employees and the teams they join.

What position do you hold?

After an enriching work-study program at SOMFY, I was hired as Secure Access Product Manager in Somfy France's marketing department. My activity is focused on alarms, cameras, videophones, and connected locks.

Do you like working in the industry?

I feel genuine pride in serving a French industrial company. It is a sector full of new challenges to be met, products to be developed, innovations to be thought of, and market opportunities to be seized.

What would you say about the atmosphere here at SOMFY?

I particularly appreciate the employees' mindset. People are friendly and accessible, and that fosters collaboration every day.



Vincent Archenault, former work-study employee, hired on a permanent contract in Cluses (France)



EMPLOYEE GROWTH RHYMES WITH COMPANY GROWTH

Our desired culture is a genuine compass for our people. It guarantees the quality of the customer and employee experience and SOMFY's performance. Discussion with Valérie Dixmier, Deputy CEO, People, Culture & Organization.

Has SOMFY gone from being a digital player to a technology company?

V. D. — Digital technology is at the heart of SOMFY's transformation. Today, we are mobilized to make data a competitive advantage for the future. Although the Group operates in a traditional market regarding its customers and distribution channels, it brings differentiating elements of connectivity and interoperability that make it more than just a simple digital player. As a result, SOMFY is becoming a technology company by developing connected solutions and ecosystems and using data to provide new services to our customers and improve the efficiency of our internal processes. With this in mind, the Group has set up a team that exploits artificial intelligence.

How do skills adapt to this new situation?

V. D. — This digitalization is not just a matter for information systems and data science experts; it will permeate every single trade in the company. Our responsibility is to involve everyone in the development of their digital skills. Because our people are essential, we advocate continuous learning and working in teams to integrate the interdisciplinary and complex area that is digital technology. This is what SOMFY Campus is for, and it will be expanded in 2023 with a new academy focused on developing digital skills.

“Our responsibility is to involve everyone in the development of their digital skills.”

What role do managers play?

V. D. — The manager is a coach who supports, advises, and encourages the collaborator in performing their job. They help their team master their assignments with the right level of skills and with the proper sense of urgency. We work tirelessly to develop our collaborators to make each one more autonomous, responsible, and efficient. This translates into a closeness and strong feedback culture that encourages people to communicate with each other regularly and authentically. Today, we operate in a world that is too complex only to have a few leaders. We must rely on our teams' intelligence and build strong human relationships where the leader gives meaning and shapes the context for their team to succeed. In that way, everyone understands why actions are taken and how they can make a personal impact.

Is it easy to make this cultural change?

V. D. — It's not a natural change because SOMFY has always encountered success, even today. In fact, the need for in-depth transformation is perceived differently by everyone. We have laid the first building blocks by implementing a simple customer-centric organization and common tools such as the roll-out of a single ERP. It is not denying complexity but taking charge of it and never outsourcing it to the client. This transformation aims to master the complexity of our trades to ensure that our customers' voices guide every decision we make. You don't decide on a new corporate culture, you embody it, and the manager plays a key role in making it successful.

How does the customer benefit?

V. D. — Our goal is to provide a customer experience that is not only easy, seamless, and fluid but truly differentiating and value-generating for both parties. This means we need genuine empathy for them by developing an in-depth understanding of their reality and needs. We can do this by relying on collective intelligence and on leaders who make teams grow. Authenticity, the right to make mistakes, and trust make this possible.

How is SOMFY's culture a lever for being a leader tomorrow?

V. D. — This cultural change is fundamental to the success of 2025 One Way, our three-year plan. After rolling it out first to top management and now to all our managers, this desired culture is becoming a valuable asset and a guarantee of success. This is not an option; it is the condition to maintain the Group's attractiveness and future performance.

“The manager is a coach who supports, advises, and encourages the collaborator in performing their job.”



“It is not denying complexity but taking charge of it and never outsourcing it to the client.”



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