

A blurred office scene with people working at desks with laptops. A woman in the foreground is looking at a laptop. In the background, a man is standing and talking to a woman who is holding a large document.

PRESENTATION OF 2020 ANNUAL RESULTS

11 March 2021

SOMFY[®]

HIGHLIGHTS

- **Strong resilience** shown by the Group within a global health crisis environment with priority given to the health and safety of its employees and to ensuring continuity of service for its customers
- **Robust business model** and confirmation that the home is increasingly the focal point in people's lives and of the growing need for automated and connected solutions
- Business disrupted in spring 2020 but a **spectacular recovery** from June onwards which continued throughout the second half-year
- **Substantial improvement in performance**, thanks in particular to a favourable product mix and non-structural savings
- **Significant increase in cash** and **continued investment** in the digitalisation of the company
- **Takeover of Repar'stores**, the French leader for the repair and modernisation of roller blinds, finalised in early January 2021

2020 KEY FIGURES

€1,257 m ^{+4.7%}

Sales

29.6%

vs. 22.2% in 2019

Return on capital
employed

€213 m ^{+30.5%}

Net profit

€518 m

Net financial
surplus

6,500

Workforce

71

Products and services
launched

27

Patent
applications filed

7,800,947 ^{+50.9%}

Connected
devices

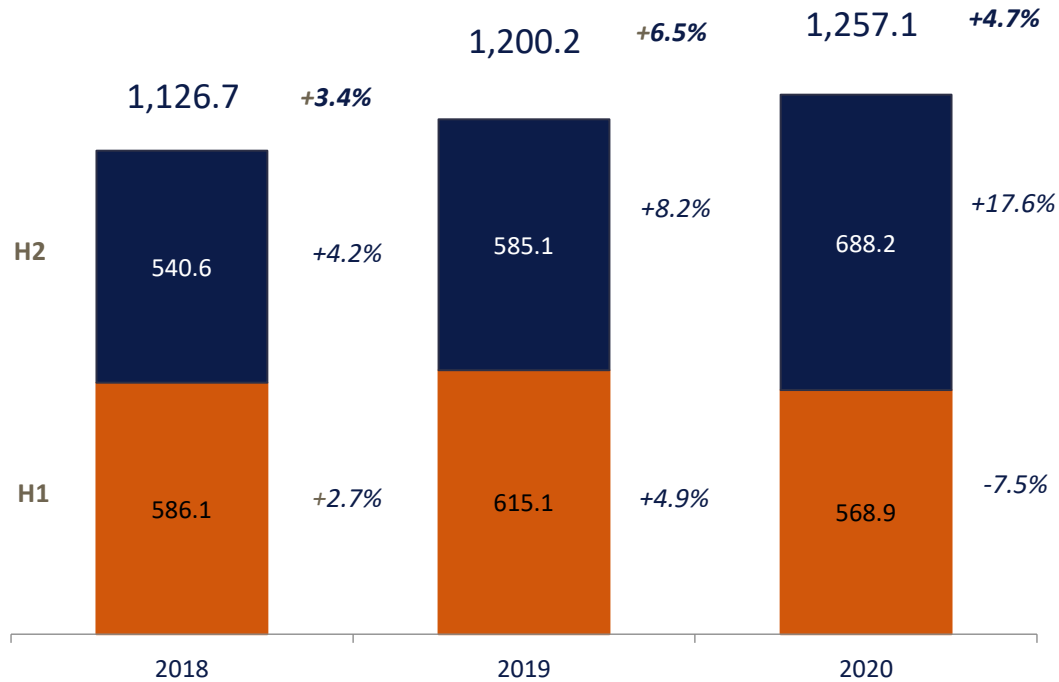
A background image showing several hands in white shirts working on a document. One hand is pointing at a line graph on the paper, while others hold pens and glasses. The document features a line graph with green circles and arrows, and some numbers are visible. The scene is set in an office environment with a laptop and books in the background.

ANALYSIS OF RESULTS FOR THE **2020** FINANCIAL YEAR

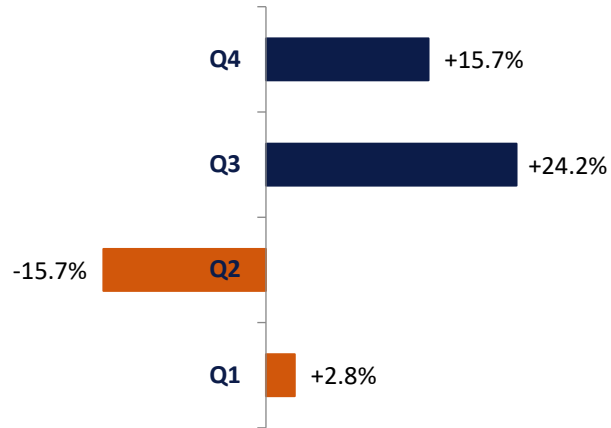
Presentation of 2020 Annual Results

SALES

Data in € millions	2018	2019	2020	Change 2020/19
Sales	1,126.7	1,200.2	1,257.1	+4.7%



+6.1% like-for-like over the year

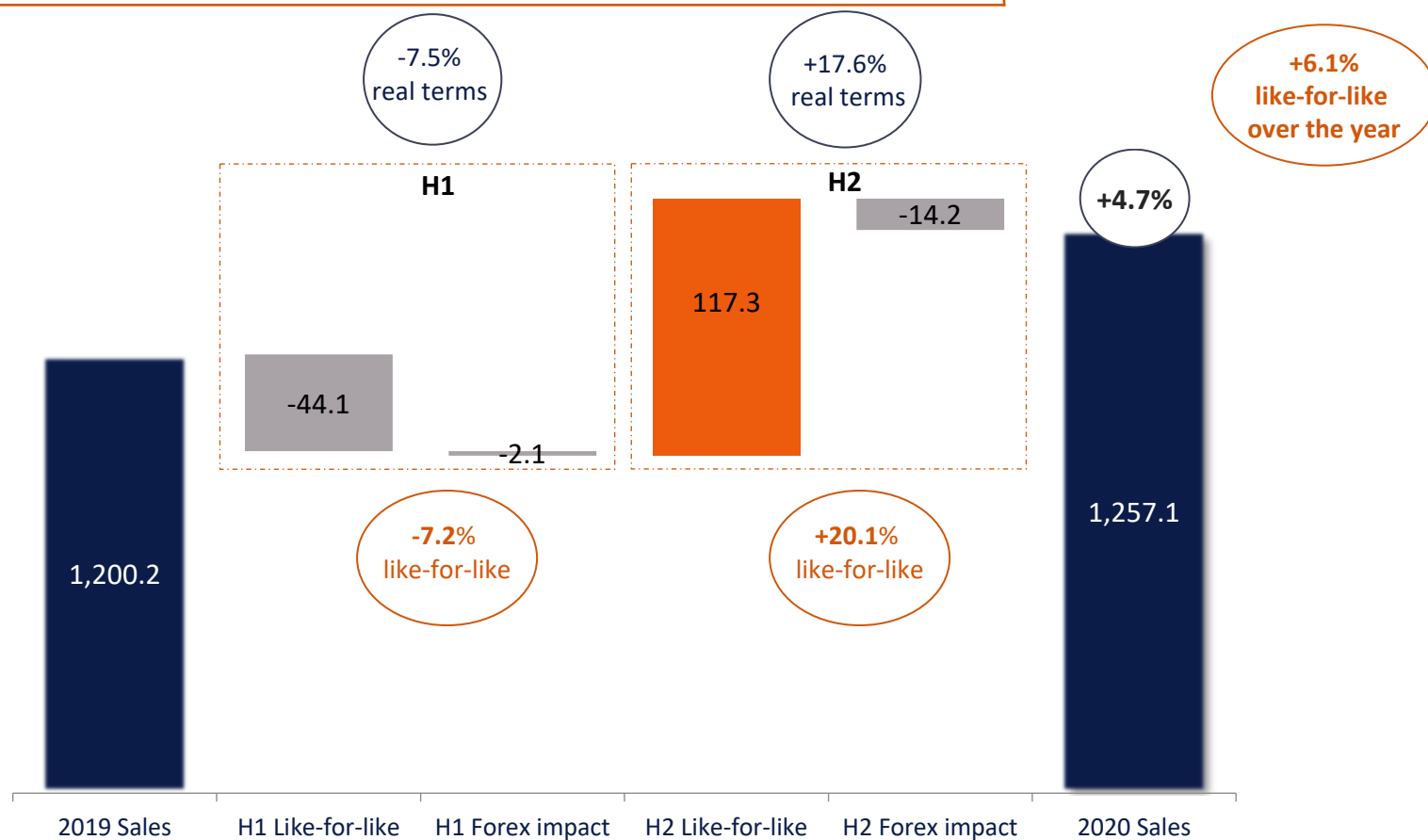


Change on a like-for-like basis

- Sharp decline in sales from March to mid-May following a strong start to the year
- Strong recovery from June onwards and uninterrupted over the second half-year
- Catch up and annual growth close to average annual growth for the past 5 financial years

SALES (continued)

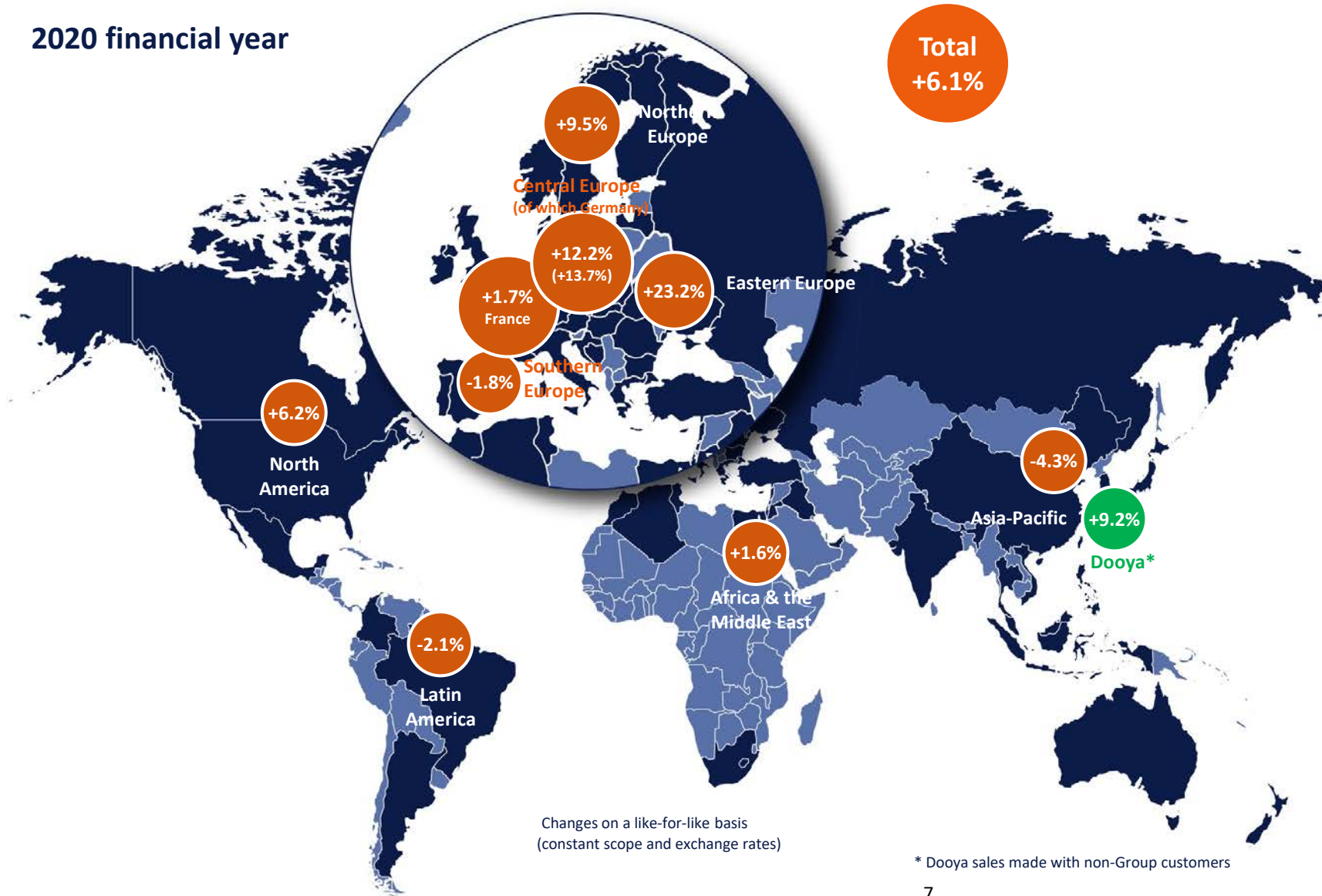
Data in € millions	2019	2020	Change 2020/19
Sales	1,200.2	1,257.1	+4.7%



- Significant impact of exchange rates over the second half-year (emerging markets and USD)
- No scope impact (Répar'Stores consolidated in 2021)

SALES (continued)

2020 financial year

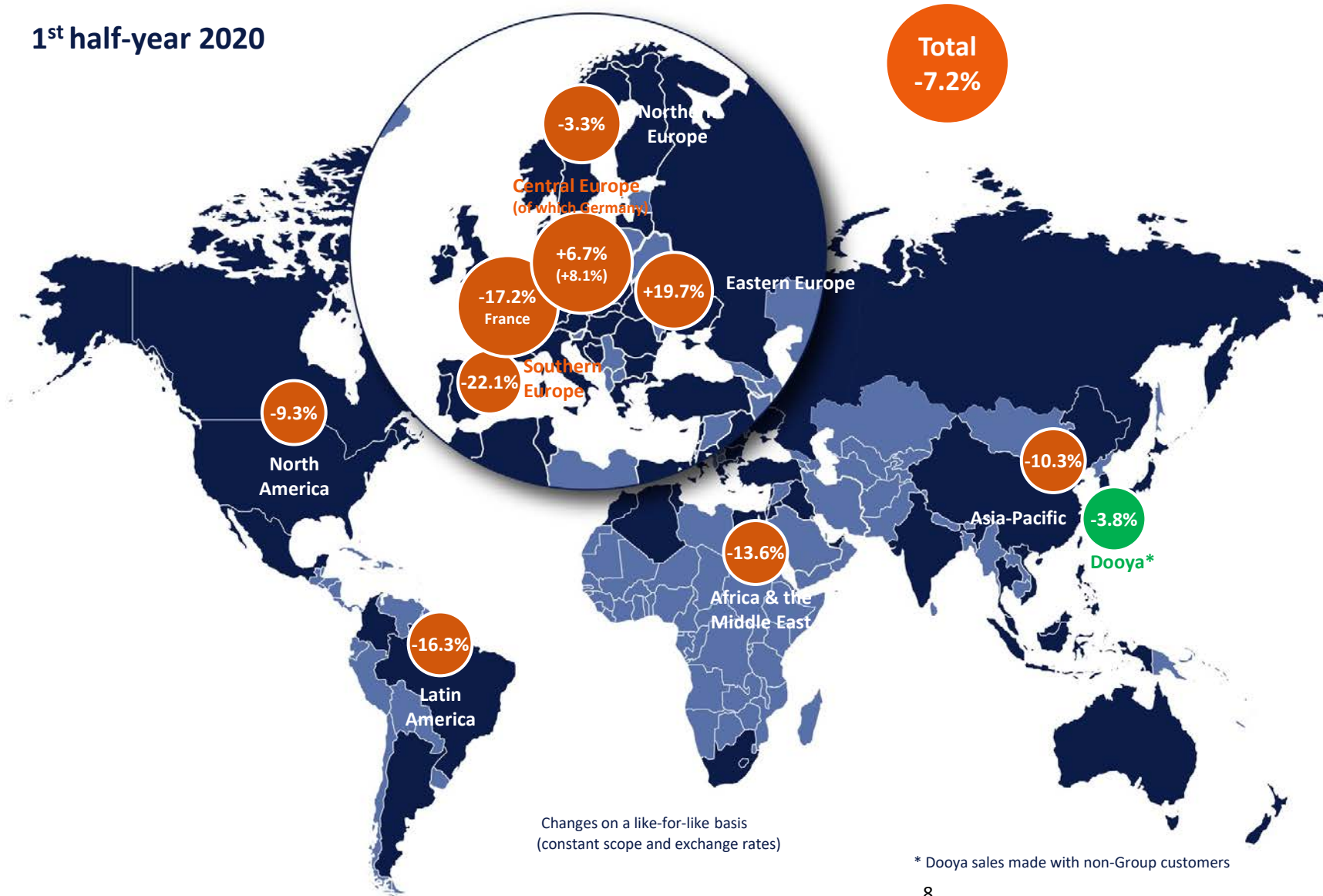


- Growth in most regions at the end of the financial year
- Eastern Europe and Central Europe, including Germany, achieved steady growth throughout the period
- Southern Europe, Latin America and Asia-Pacific declined over the year despite displaying good resilience
- Strong growth of Dooya, combining a dip in China (down 1.2%) and strong growth in the rest of the world (up 18.6%)

* Dooya sales made with non-Group customers

SALES (continued)

1st half-year 2020



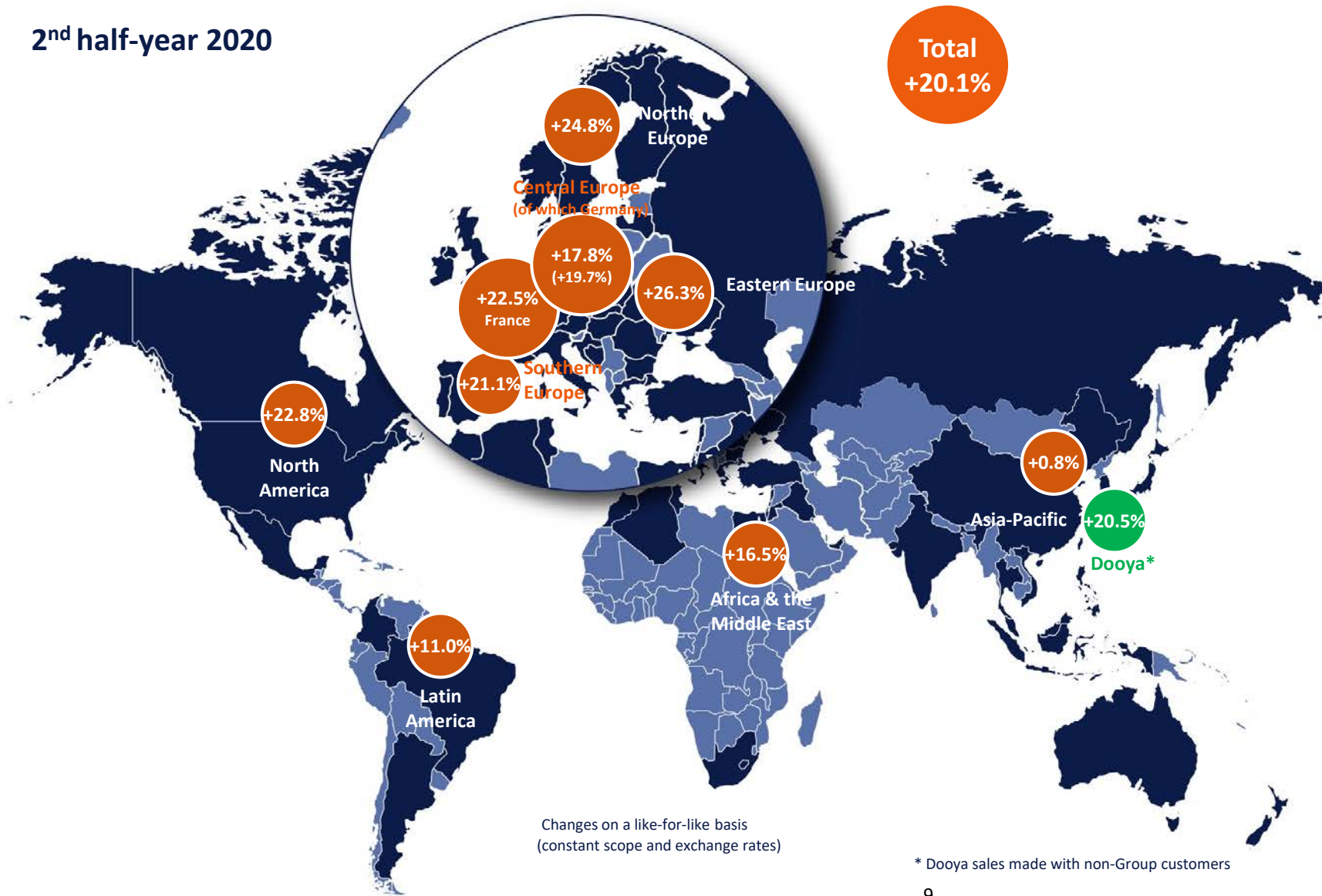
Changes on a like-for-like basis
(constant scope and exchange rates)

* Dooya sales made with non-Group customers

- Central and Eastern Europe held up very well
- Varying levels of decline in the other regions but all returned to growth by the end of the half-year, except Latin America
- Decline at Dooya in early part of the year due to the pandemic

SALES (continued)

2nd half-year 2020

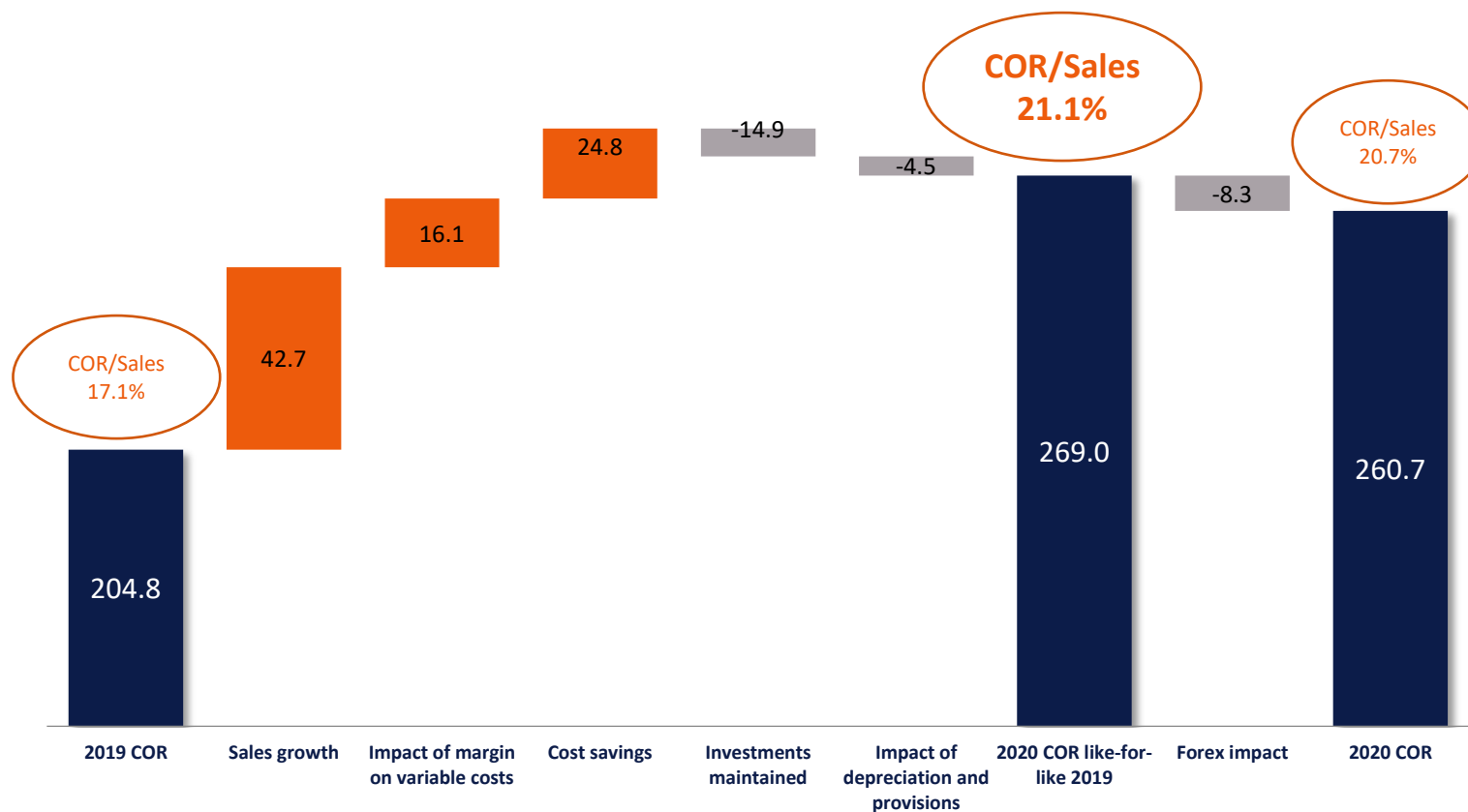


- Strong recovery in sales across all regions during the second half-year
- Pressure on production and supply chain due to this sharp upturn
- Widespread recovery at Dooya with a return to growth in China (up 10.1%) and strong export momentum (up 30.9%)

* Dooya sales made with non-Group customers

CURRENT OPERATING RESULT

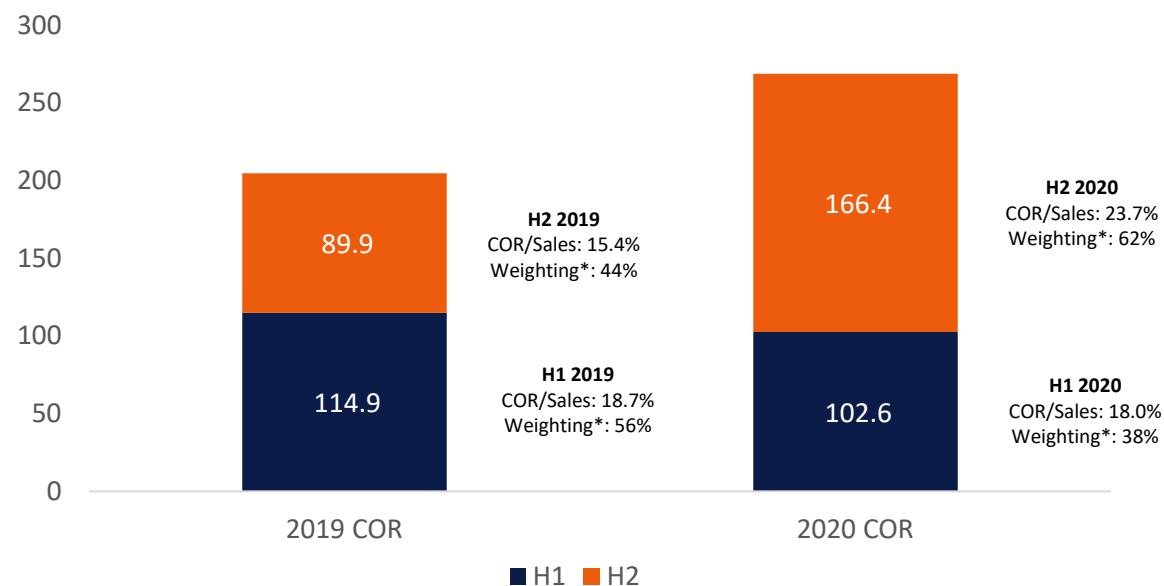
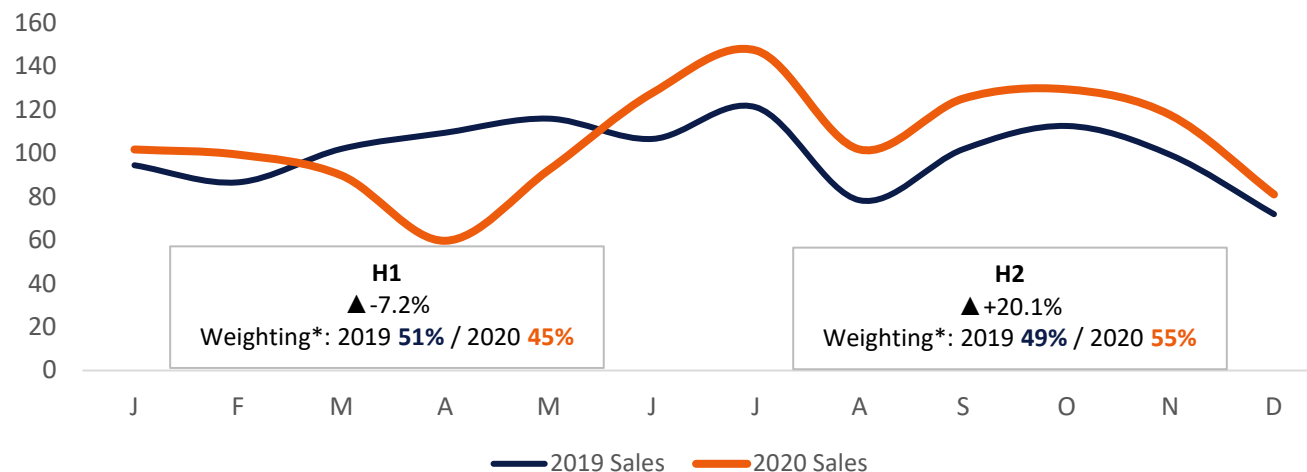
Data in € millions	2019	2020	Change 2020/19
Sales	1,200.2	1,257.1	+4.7%
Current operating result	204.8	260.7	+27.3%
Current operating margin (COR/sales)	17.1%	20.7%	+360 bps



- Positive effect of the product mix
- Non-structural savings, mainly in marketing, travel and consultancy
- Strategic investments maintained, notably in digitalisation
- Sharp growth in current operating margin rate which reached an exceptional level
- Forex impact of 40 bps

SALES AND COR TRENDS

Like-for-like, € millions



- A very different breakdown of sales and current operating result between the half-years compared with the previous period
- Return to a normal seasonal pattern anticipated in 2021 with significant favourable base effects over the first half-year and unfavourable over the second

* Half-year weighting out of FY total

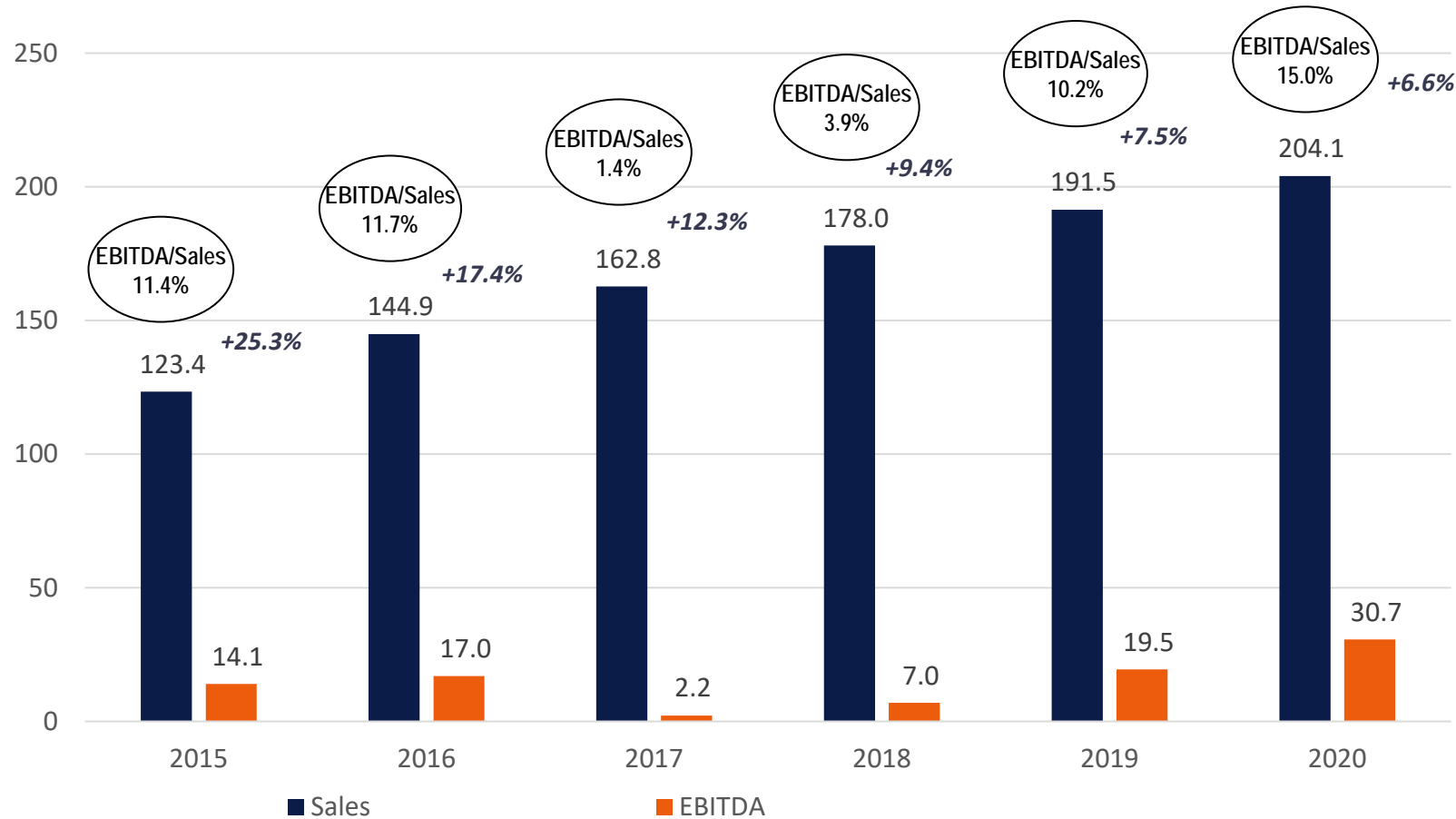
CONDENSED INCOME STATEMENT

Data in € millions	2019	2020	Change 2020/19
Sales	1,200.2	1,257.1	+4.7%
Current operating result	204.8	260.7	+27.3%
Non-recurring operating items	(3.2)	(0.9)	NS
Net financial expense	(5.1)	(5.1)	-0.9%
Income tax	(37.2)	(52.5)	+41.3%
Share of net profit from associates and joint ventures	3.8	10.9	NS
Consolidated net profit	163.2	213.0	+30.5%

- Marginal impact of financial and non-recurring operating items
- Significant positive contribution by Dooya
- Knock-on increase in income tax with a slight rise in the effective rate

UPDATE ON DOOYA

In real terms, € millions



- Sharp growth in sales with a strong upturn over the second half-year
- Improved performance due to healthy margins and very good cost control

| OVERVIEW OF RESULTS

- Strong resilience of sales across most geographic regions
- Delivery of non-structural savings
- Very significant increase in current operating margin and net profit
- Increase in Dooya's contribution
- Sharp growth in return on capital employed (ROCE) at 29.6% compared with 22.2%

CONDENSED CASH FLOW STATEMENT

Data in € millions	2019	2020
Cash flow	220.1	274.5
Change in working capital requirements	25.7	40.1
Other cash flows	2.0	2.3
Net cash flow from operating activities	247.8	316.9
Net cash flow from investing activities	(51.6)	(48.9)
Net cash flow from financing and equity activities	(65.5)	(60.0)
Impact of changes in exchange rates	2.2	(5.6)
Net change in cash and cash equivalents	132.8	202.3

- Sharp increase in cashflow due to growth in profits
- Significant reduction in working capital requirements
- Relative stability in investments with greater weighting dedicated to digitalisation (ERP)
- Performance resulting in strong cash generation

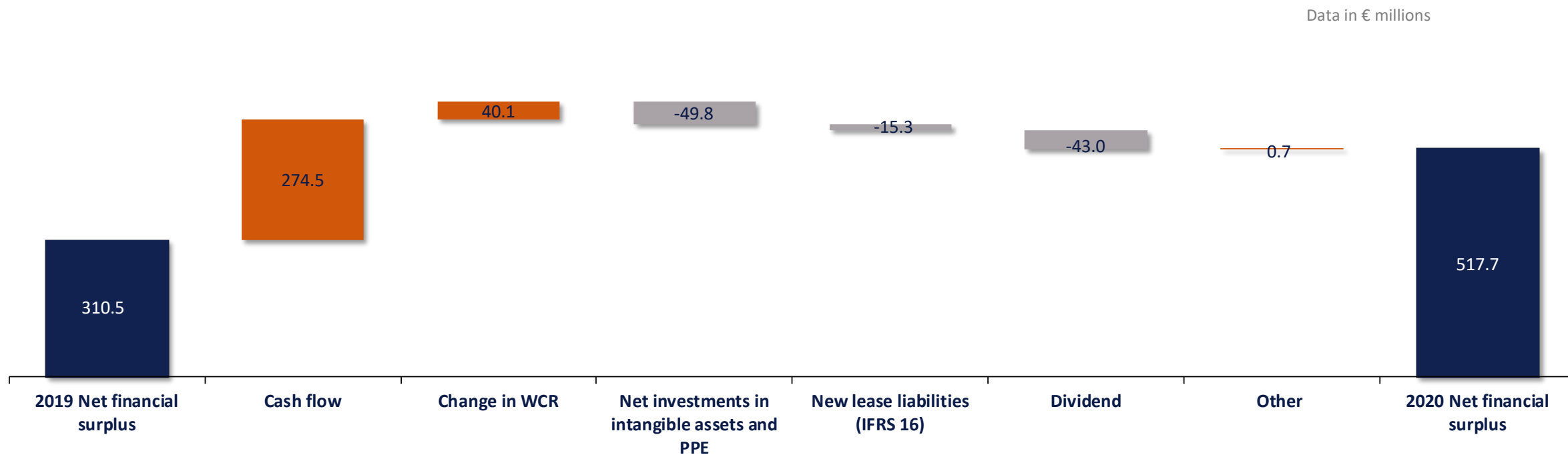
CONDENSED BALANCE SHEET

Data in € millions	2019	2020
Equity	1,012.8	1,171.0
Long-term borrowings	45.0	40.5
Provisions and retirement commitments	39.1	42.2
Other non-current liabilities	17.5	15.7
Permanent capital	1,114.5	1,269.5
Goodwill	95.6	94.4
Net non-current assets	340.7	337.7
Investments in associates and joint ventures	136.5	145.5
Other non-current receivables	26.0	22.3
Working capital	515.6	669.6
Working capital requirements	159.8	111.1
Cash and cash equivalents*	355.8	558.5
Net financial debt/(surplus)	(310.5)	(517.7)

- Strength of shareholders' equity
- Reduction in working capital requirements
- Significant increase in Dooya shareholding
- Sharp rise in net financial surplus

* Item includes current (less than one year) portion of financial liabilities

NET FINANCIAL SURPLUS



- Self-financing of the year's total requirements (investments and dividends)
- Significant increase in net financial surplus in line with performance

| OVERVIEW OF FINANCIAL POSITION

- **Healthy and robust financial structure**
- **Strong cash generation**
- **Improved financial capacity to help support the strategy**



REVIEW OF THE MAIN ACHIEVEMENTS OF THE **2020** FINANCIAL YEAR

Presentation of 2020 Annual Results

COVID-19: RESILIENCE OF THE MODEL

RESPONSIBILITY AND SOLIDARITY

Somfy's two major commitments during the health crisis

Operations

- **Business continuity:** gradual resumption of operations from mid-May 2020 across all industrial and logistics sites while simultaneously prioritising health and safety
- **Smart Working:** rapid and extensive rollout of remote working and raising team awareness (mobilisation of IT teams, creation of Learning & Development modules, etc.)

Workforce

- **Safeguarding of all jobs** for all employees
Support measures for people on short-time working or on furlough

Finance

- **No application for government support** in France (furlough schemes, guaranteed loans or deferment of payment of tax and social security charges)
- **Marginal use** by some of our subsidiaries

COVID-19: STANDING TOGETHER IN THE CRISIS

TAKING ACTION

to deal with the emergency and fight the pandemic responsibly

INNOVATION



Development by **the Somfy FabLab and nursing staff from Haute-Savoie** of a system for transporting patients by transforming a roof box into a mobile pod. Thanks to this **“MobiCapsule”**, sedated and ventilated patients can be transported in complete safety.

SUPPORT DOUBLED



Exceptional grant awarded to the Foundation

€370,000

Enhanced budget for Les Petites Pierres & **improved support** for **emergency charity projects** to help vulnerable people and people exposed to additional risks of **mistreatment or isolation** during lockdown

DONATION

of almost **100,000**

masks to various organisations and local authorities



| AMBITION 2030: YEAR+1 REVIEW

The preferred partner

for opening and closing automation in homes and commercial buildings

1

Forward-looking in Smart Living

- Acquisition of 60% of Repar's stores: improved positioning in the services segment
- Development of key partnerships to promote the connected home - Orange and Apple

2

Rising value to customers

- Somfy Air: range of solutions that improve air quality, jointly developed with Liébot Group
- Strong commitment of our teams to minimise the impact of the pandemic on our customers

3

Delivering performance

- Development of So! One, the new ERP offering standardisation of operational management practices
- Strengthening of the Act for Green® programme: acceleration of the strategy to reduce the carbon footprint

4

Inspiring & Engaging

- Stepping up the development of a single "One Somfy, One Team" vision driven by the health crisis: introduction of Smart Working to support employees remotely (remote management, use of digital solutions, etc.)



ACQUISITIONS: TAKEOVER OF REPAR'STORES (1/2)

- Repar'stores, **French leader** for roller blind repairs
- 2020 sales: **€28.5 m** (up 21.7% over the last two financial years)
- **190 franchisees** in France
- **Acquisition of 60% of the share capital** of Repar'stores
- **Integration effective** from January 2021
- **Retention** of founding directors
- Additional options enabling the **acquisition of the remaining balance of shares** in Repar'stores (expiring in 2026)



I ACQUISITIONS: TAKEOVER OF REPAR'STORES (2/2)

ACQUISITION OF A MAJORITY
STAKE **IN LINE WITH**
AMBITION 2030, THE 10
YEAR STRATEGIC PLAN
AIMED AT



Strengthening Somfy's positioning in the services segment



Reinforcing Somfy's commitment to sustainable development

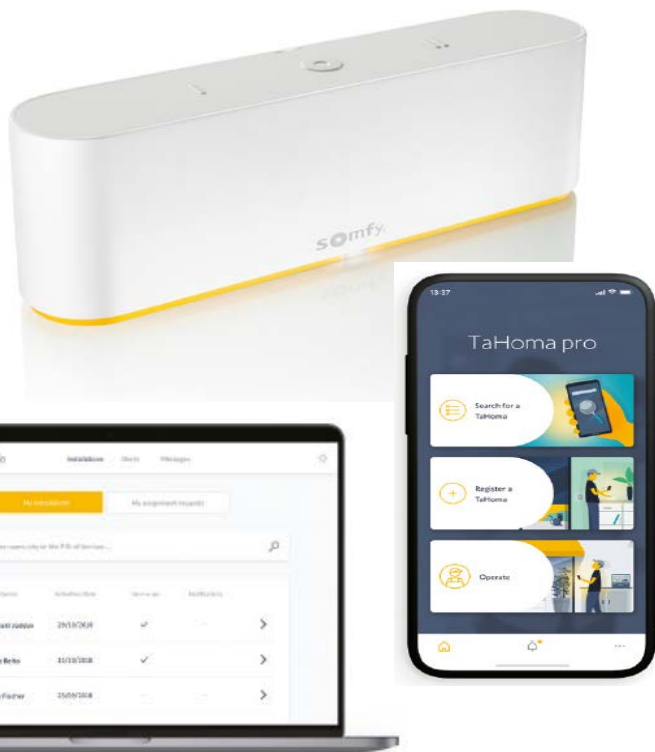


Supporting Repar'stores' expansion in Europe



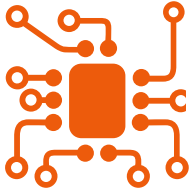
2021 INNOVATIONS: TAHOMA SUITE

A new range aimed at professionals



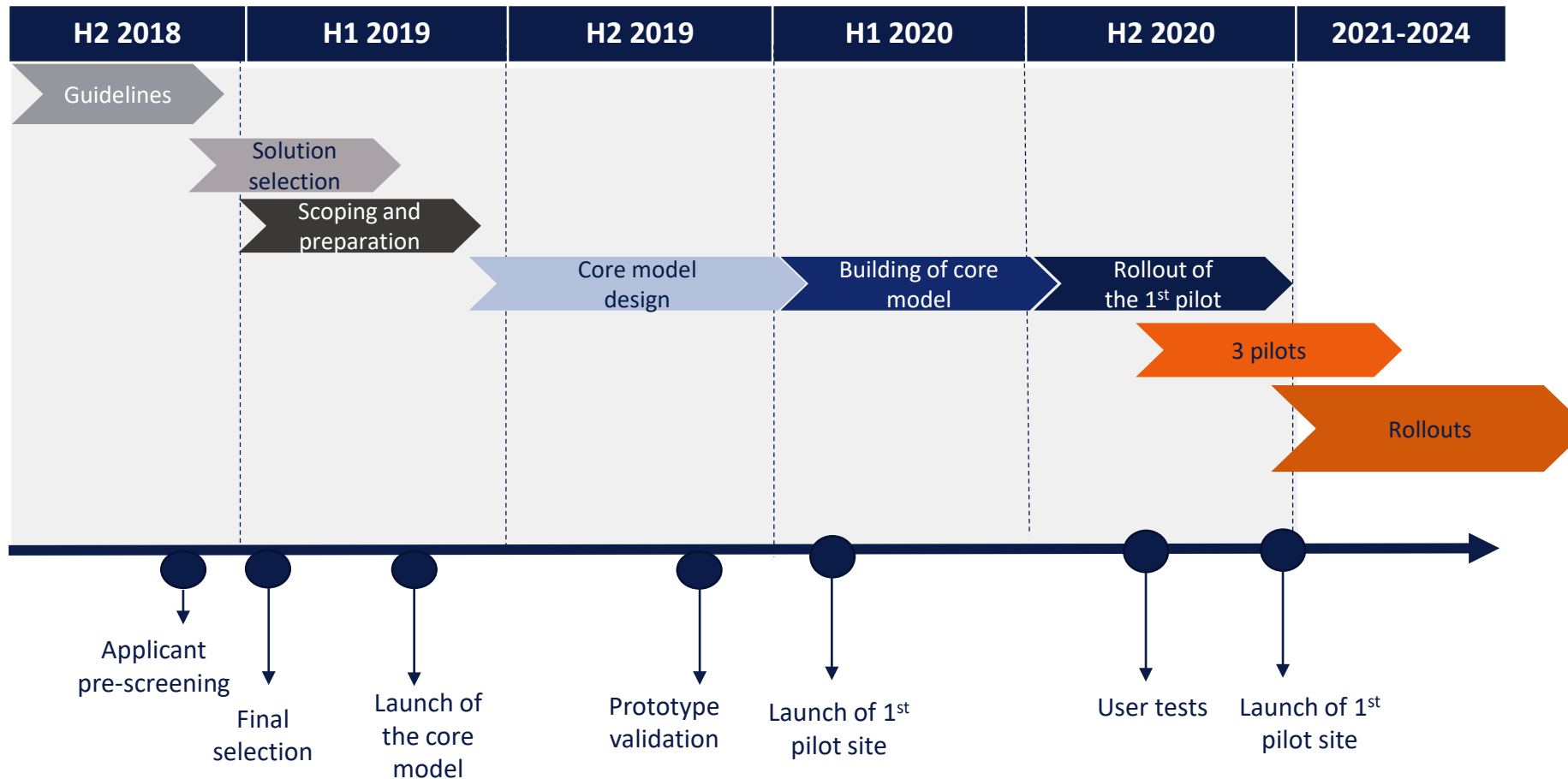
- A **dedicated solution** to support professionals, from sales to maintenance, and encompassing installation
- A **trio of complementary and exclusive solutions** to benefit installers and their users:
 - ✓ **TaHoma® Switch**, a smart control panel that centralises and connects household devices, a guarantee of simplicity and speed for the user
 - ✓ **TaHoma® Pro**, an application to serve installers to facilitate the set up of all connected devices
 - ✓ **Serv-e-Go**, a Somfy online maintenance solution for connected devices

| SO! ONE: KEY DRIVER OF THE TRANSFORMATION



A SAP launch in good working order

a global approach aimed at making our operations, our products and our customer relationships digital



Acceleration over 2020 HY2

- Preparation of 1st pilot site, Somfy Italy
- Covid-19: preparation and support provided remotely
- Switch to finalised SAP in Italy in line with the schedule
- Preparation of next 3 pilots underway

| SO OPEN WITH SOMFY: BUILDING AN OPEN ECOSYSTEM

More than 20 years of development serving the home



Radio Technology Somfy®

1998 – CREATION OF RTS BY SOMFY

- Meeting the need for easy installation
- **Launch of the connected home market**



homecontrol®

2006 – CREATION OF IO HOMECONTROL

- **Partially open protocol**
- Allows automation of applications and the passing of a new milestone



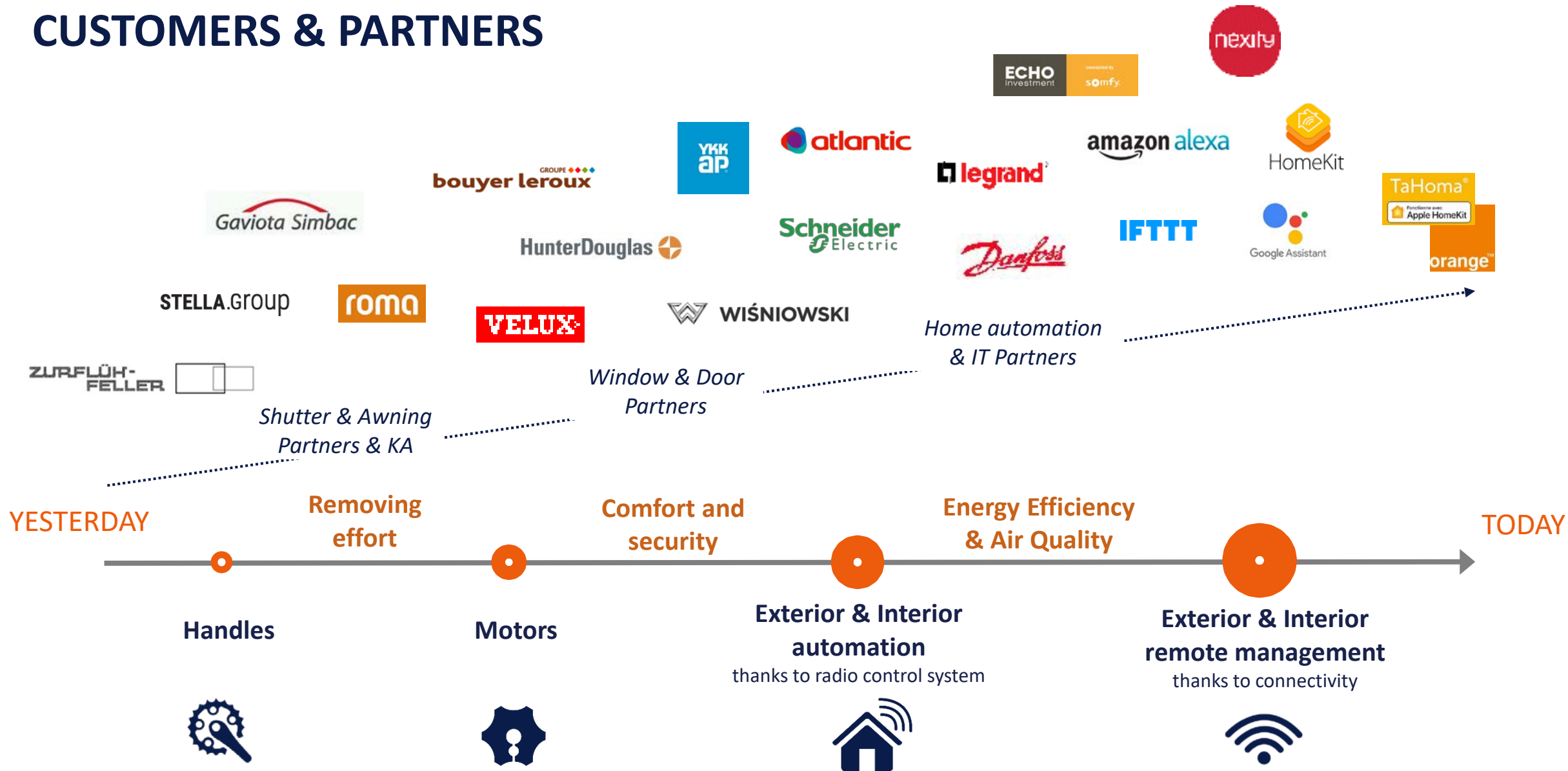
2019 – SOMFY JOINS ZIGBEE

- **Open protocol** bringing together 100 companies
- **Launch of CHIP** to move to a new level of interoperability

INTEROPERABILITY

a **prerequisite** for the success of connected objects, just like security and ease of use

CUSTOMERS & PARTNERS



| ACT FOR GREEN®: STEPPING UP OUR COMMITMENTS



Building a beneficial and sustainable business



THE FOUNDATIONS

- A strong commitment for several years in the field of **sustainable development: ACT FOR GREEN®**
- **In 2020: stepping up initiatives** in terms of environmental impact through an assessment of GHG emissions on scopes 1, 2 and 3 and the creation of a task force to lead the low carbon emissions energy strategy

THE DRIVERS

- ✓ Reducing Somfy's emissions via **eco-design, and responsible and energy-saving practices**
- ✓ Reducing the carbon footprint of our **customers** thanks to **the energy efficiency of our solutions**
- ✓ Contributing to CO₂ absorption thanks to **carbon sinks**

#low carbon

A close-up photograph of a person's hand holding a pencil, poised to write on a document. The document features a line graph with data points and several paragraphs of text. The background is softly blurred, showing what appears to be a desk and some office equipment.

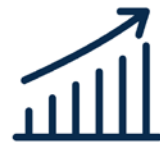
OUTLOOK FOR THE **2021** FINANCIAL YEAR

Presentation of 2020 Annual Results

2021 OUTLOOK



Positive market trend thanks to the digital revolution, demographic and society changes and the energy transition



Expectation of sustained growth in sales over the first half-year due to the very favourable base effect



Conversely, foreseeable reduction in current operating margin rate over the financial year, due to the non-renewal or, at the very least, the mitigation of cost cutting measures introduced last year



Continued transformation and digitalisation of the Group



APPENDICES

Presentation of 2020 Annual Results

OVERVIEW

Data in € millions	2019	2020
Sales	1,200.2	1,257.1
Current operating result	204.8	260.7
Operating result	201.6	259.8
Consolidated net profit	163.2	213.0
Cash flow	220.1	274.5
Net investments in intangible assets and property, plant and equipment (inc. IFRS 16)	72.0	64.1
Depreciation and amortisation charges*	(58.0)	(60.5)
Equity	1,012.8	1,171.0
Net financial debt/(surplus)	(310.5)	(517.7)
Non-current assets	598.9	599.8
Total workforce	6,070	6,500

* Excluding goodwill impairment

SALES BY GEOGRAPHIC REGION

Data in € millions	2019	2020	Change 2020/19	Change 2020/19 on a like-for-like basis
Central Europe	231.7	261.0	12.7%	12.2%
of which Germany	186.5	212.2	13.7%	13.7%
Northern Europe	134.9	146.6	8.7%	9.5%
North America	103.0	107.1	4.0%	6.2%
Latin America	23.3	19.3	-17.3%	-2.1%
NORTH & WEST	492.9	534.1	8.3%	9.5%
France	341.5	347.4	1.7%	1.7%
Southern Europe	121.9	119.9	-1.7%	-1.8%
Africa & the Middle East	64.2	60.6	-5.7%	1.6%
Eastern Europe	107.1	127.2	18.8%	23.2%
Asia-Pacific	72.5	67.9	-6.3%	-4.3%
SOUTH & EAST	707.3	723.1	2.2%	3.7%
TOTAL	1,200.2	1,257.1	4.7%	6.1%

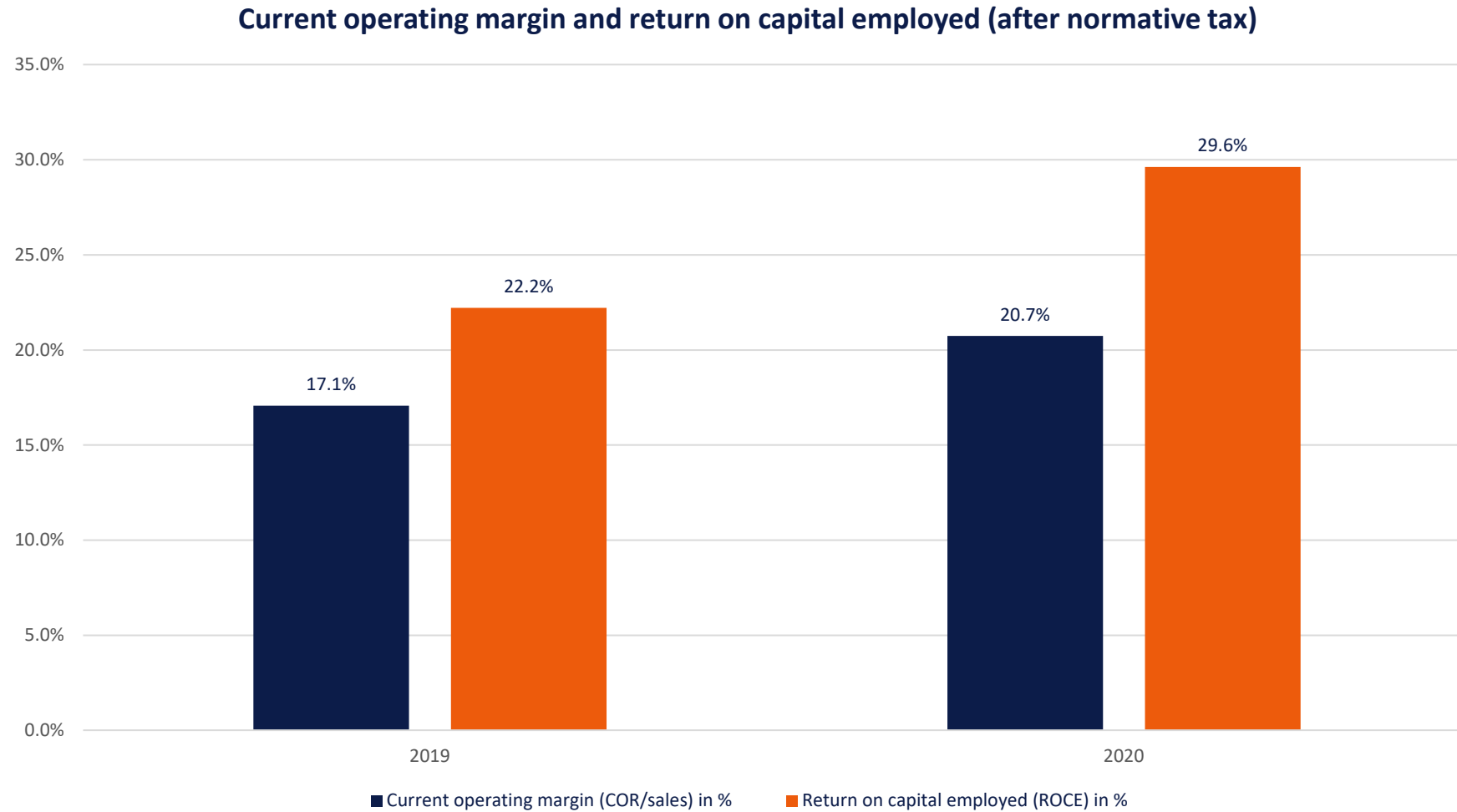
INCOME STATEMENT

Data in € millions	2019	% sales	2020	% sales	Change 2020/19
Sales	1,200.2		1,257.1		4.7%
Current operating result	204.8	17.1%	260.7	20.7%	27.3%
Other non-recurring items	(2.5)		(0.2)		
Impairment of goodwill	(0.7)		(0.7)		
Operating result	201.6	16.8%	259.8	20.7%	28.8%
Net financial expense	(5.1)		(5.1)		
Profit before tax	196.5	16.4%	254.6	20.3%	29.6%
Income tax	(37.2)		(52.5)		
Share of net profit from associates and joint ventures	3.8		10.9		
Consolidated net profit	163.2	13.6%	213.0	16.9%	30.5%

CASH FLOW STATEMENT

Data in € millions	2019	2020
Cash flow	220.1	274.5
Change in working capital requirements	25.7	40.1
Other cash flows	2.0	2.3
Net cash flow from operating activities	247.8	316.9
Net investments in property, plant and equipment & intangible assets	(53.3)	(49.8)
Net non-current financial assets	1.8	1.0
Acquisition of entities, net of cash acquired	(0.9)	(0.8)
Interest received	0.8	0.7
Net cash flow from investing activities	(51.6)	(48.9)
Dividends paid	(48.1)	(43.0)
Change in borrowings	(14.9)	(14.0)
Interest paid	(3.3)	(3.2)
Movements in treasury shares	0.7	0.2
Net cash flow from financing and equity activities	(65.5)	(60.0)
Impact of changes in exchange rates	2.2	(5.6)
Net change in cash and cash equivalents	132.8	202.3

PROFITABILITY



CONDENSED BALANCE SHEET

Data in € millions	2019	2020
Equity	1,012.8	1,171.0
Long-term borrowings	45.0	40.5
Provisions and retirement commitments	39.1	42.2
Other non-current liabilities	17.5	15.7
Permanent capital	1,114.5	1,269.5
Goodwill	95.6	94.4
Net intangible assets	39.2	45.8
Net property, plant and equipment	297.3	288.3
Investments in associates and joint ventures	136.5	145.5
Net financial assets	4.2	3.7
Other non-current receivables	26.0	22.3
Working capital	515.6	669.6
Net inventories	169.6	180.0
Net trade receivables	138.0	133.1
Other current receivables	63.7	39.6
Trade payables	90.0	112.2
Other current liabilities	121.5	129.3
Working capital requirements	159.8	111.1
Cash and cash equivalents	355.8	558.5
Net financial debt/(surplus)	(310.5)	(517.7)

ANALYSIS OF NET FINANCIAL DEBT

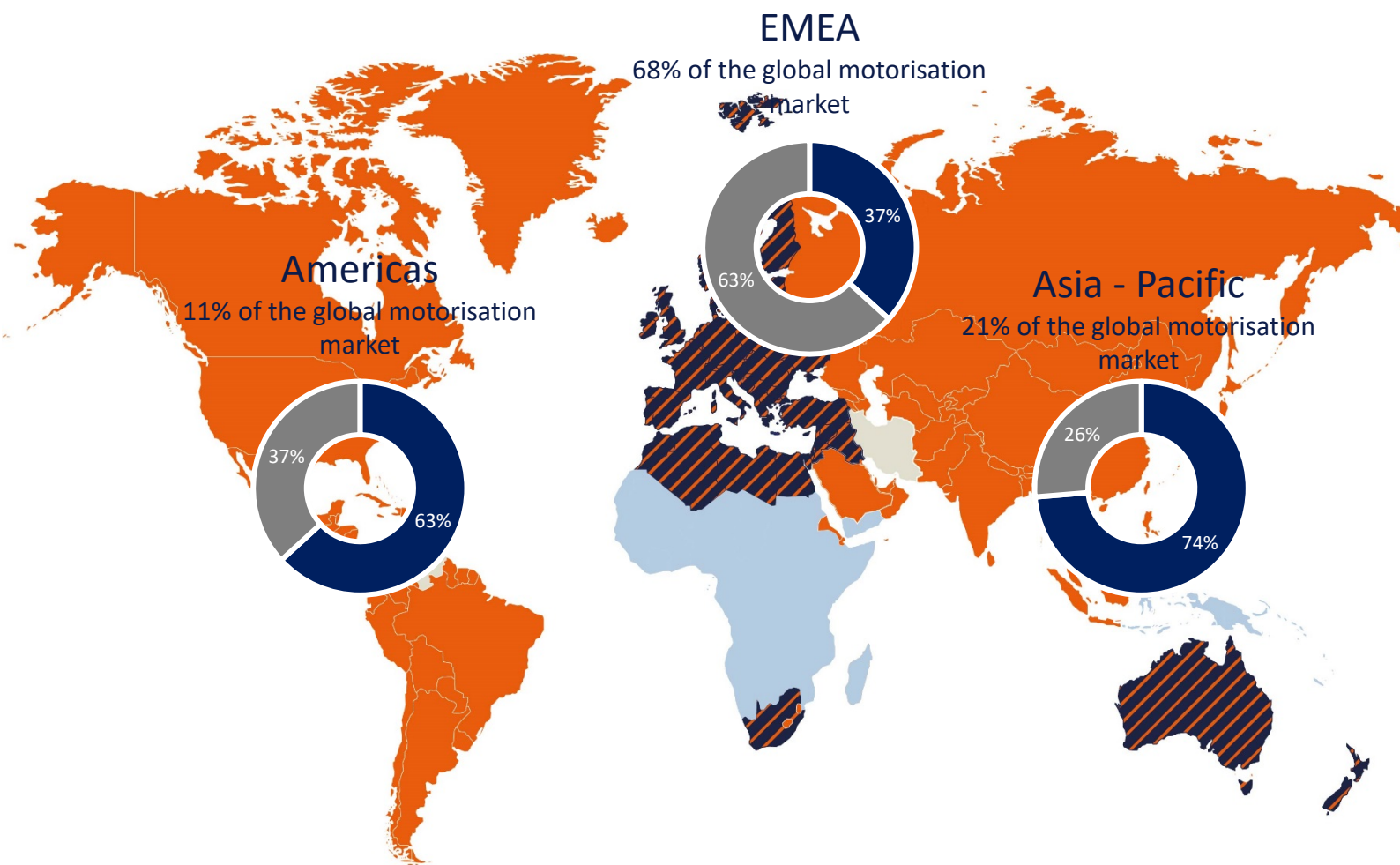
Data in € millions	2019	2020
Bank borrowings (non-current portion)	0.6	0.5
Lease liabilities (IFRS 16)	39.4	38.1
Liabilities related to put options and earn-out	5.0	1.8
Other financial liabilities	0.0	0.2
Non-current financial assets	(0.2)	(0.1)
Net long-term financial debt	44.8	40.4
Bank borrowings (current portion)	0.3	0.3
Lease liabilities (IFRS 16)	12.6	12.6
Liabilities related to put options and earn-out	18.0	17.4
Other financial liabilities	0.0	0.1
Cash and cash equivalents	(386.2)	(588.5)
Other cash items	(0.1)	(0.1)
Short-term net financial debt	(355.3)	(558.2)
Net financial debt/(surplus)	(310.5)	(517.7)

2020/19 change
from cash flow
statement
€202.3 million

DEFINITIONS

- **In real terms:** at actual consolidation method and scope, and actual exchange rates
- **On a like-for-like basis:** at constant consolidation method and scope, and constant exchange rates
- **Current operating margin (COR/Sales):** ratio of current operating result to sales
- **Return on capital employed (ROCE):** profitability of capital invested (also termed capital employed) = ratio of current operating result, after normative tax, to capital invested (capital employed)
- **Capital invested (capital employed):** sum of shareholders' equity, after offsetting the effects of goodwill impairment, and net financial debt/(surplus)
- **Net financial debt/(surplus):** difference between financial debt and cash and cash equivalents, corresponding to a surplus if negative

MARKETS



New

Renovation

Individual housing

Collective housing

Commercial buildings

Parking