



Connection  
makers

THE ESSENTIALS  
**2022**



 **ACOME**

The ACOME logo, consisting of a stylized symbol followed by the word "ACOME" in a bold, sans-serif font.

4

About us

6

Editorial by  
Jacques de Heere

8

Strategy

11

Responsible  
governance

12

Global presence on 4 continents

---

14

**AUTOMOTIVE**

Rising to the challenges of electromobility  
and ultra-connectivity

18

**TELECOM NETWORKS  
AND INFRASTRUCTURES**

Accelerating our deployment  
in European markets

22

**BUILDING, CITY AND TRANSPORT**

Supporting the digital and energy transition  
in the buildings and transport sectors

---

26

Extra-financial  
performance

32

ACOME, Connection Makers  
for 90 years

CONNECTION  
MAKERS



# Values

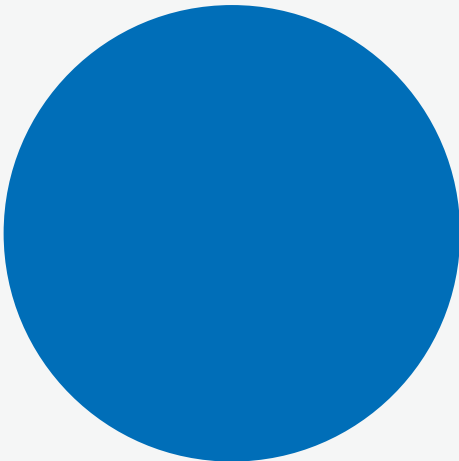
**Commitment**  
**Excellence**  
**Respect**  
**Solidarity**

The SCOP status (cooperative and participatory company) of the parent company imparts its cooperative values to the Group as a whole.

These are the foundations of our joint, shared vision.

# Corporate purpose

As a responsible industrial player of reference, our mission is to propose sustainable solutions for network development. We strive to ensure the company's durability by supporting fundamental cooperative values.



**ACOME is a French industrial group, specialising in highly technical cables and components for data / telecommunication networks and the automotive industry. The Group, which will be celebrating its 90<sup>th</sup> anniversary in 2022, is present on four continents.**

KEY FIGURES

**1,750**

**employees** (average pro rata headcount on 31 December 2021)

Male: **77%**

Female: **23%**

**€100M**

**Investment** planned between 2021 and 2025, €12.2M of which was made in 2021

**€42M**

Group EBITDA

**12**

**factories** and sales offices in **7 countries**

GLOBAL PRESENCE

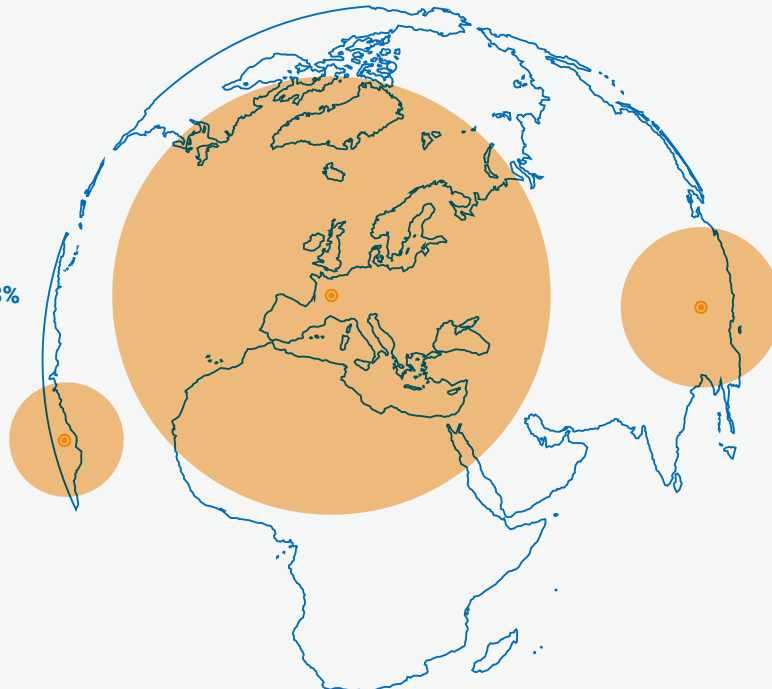
(average pro rata headcount on 31/12/2021)

**81%**

**EMEA**  
including France 73%

**5%**

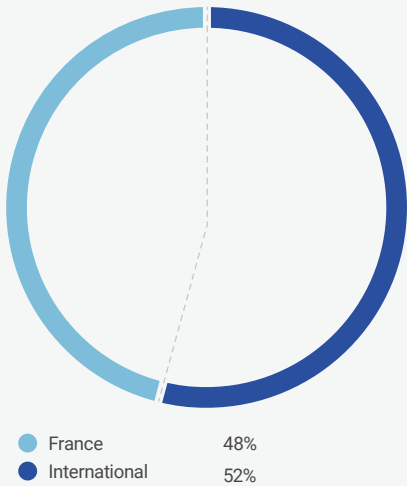
**BRAZIL**



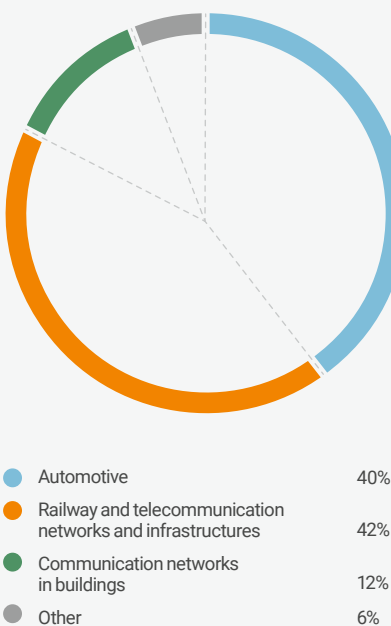
**15%**  
**CHINA**

“The Group’s activity has returned to its 2019 level (before the health crisis).”

BREAKDOWN OF TURNOVER  
IN FRANCE AND ABROAD



BREAKDOWN OF TURNOVER  
CONSOLIDATED FOR EACH ACTIVITY



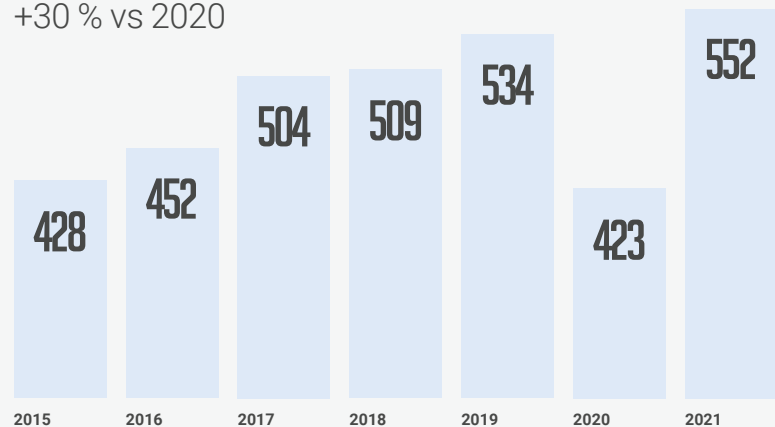
OUR AMBITION

To be an innovative international group and a reference in networks for the automotive, telecommunication and building industries.

TURNOVER(€M)  
31 December 2021

€552M

turnover including 52% international +30 % vs 2020



**With its jointly-developed strategic plan, ACOME 2025, launched in 2021, the Group is preparing for the multiple transitions in progress on its markets and leveraging the resilience demonstrated throughout its 90 years of operations.**

---

## **A technological flagship of the French cable industry has developed over the course of these 90 years**



**Jacques de HEERE**  
CEO  
ACOME Group

### **How did ACOME do in 2021? Has business returned to its pre-Covid level?**

**Jacques de HEERE:** By the end of 2021, the Group was performing well. Turnover had increased by 30% compared with 2020 and we were almost back at the 2019 level of activity. In terms of results, we were also very close to the figures of 2019. This brings huge satisfaction.

However, the year was clearly divided into two periods. Recovery was very promising during the first half of the year, but activity slowed down towards the end because of the semi-conductor shortages in the car industry, the growing scarcity of building materials, and the sharp drop in investments in telecommunication infrastructures. The disruptions affecting our main markets caused a decline in activity over the second half of the year and have eaten away at our margins, although overall growth has not been impacted.

### **What is your vision for 2022, given the current geopolitical context that will inevitably affect economic activities in Europe?**

**J.d.H. :** Raw material shortages and rising energy costs are already clearly visible, in addition to a geopolitical situation whose consequences cannot be foretold at this time. However, at ACOME, we will do as we have always done: anticipate the coming difficulties, maintain our progress towards the goals we have set ourselves and tighten our belts. We aim to be the supplier of reference on which our key customers can count. We will adapt.

### **What makes you so confident in your capacity for resilience?**

**J.d.H. :** The simple answer is our company status. The SCOP is a cooperative and participatory company. The particular status of our company, oriented towards a medium-/long-term strategy, is characterised by a high level of commitment of the partner-employees in the company's future. They participate in the decisions which they then have to implement. Half of the company's annual profits are distributed back to them. If they make efforts to improve the Group's economic performance, they are the first to benefit. 2021 will be one of our record years in terms of profit-sharing and incentives. The other half of our profits constitutes the Group's reserves that cannot be distributed, to fund the investments that we have planned for the future. We have very good financial foundations, strict management principles that have been in place for



several years already and we do not depend upon external shareholders. That is what it means to be a SCOP, and that is perhaps what makes us more confident in the future. During our 90-year history, we have come through many other periods of uncertainty. We come from Normandy. We know how to navigate through storms.

### So, investing is second nature for ACOME?

**J.d.H. :** I know of no industries that remain successful without structured investment programmes. To protect French industry, constant innovation is essential, and we must fight to win new contracts and to maintain efficient industrial tools. If you fall behind with your industrial tools, the gap becomes impossible to close. This is why regular investment is essential. We voted a huge €100 million investment programme for the period 2021-2025, following on from the €67 million of the previous 2017-2020 strategic plan.

In 2021, we relied heavily on our transformation programmes, based on product innovation and the conquest of new businesses. We will continue to accelerate in these two areas in 2022-2023. This is the overall direction of our strategic plan.

### In practice, what do these investments represent?

**J.d.H. :** Product innovation means transforming our research and development efforts. We invest heavily to build our resources in R&D, innovation and new product development. We have had a certain number of successes, in telecommunications, smart buildings, and the rail and car industries. We should take pride in these technological achievements, because they are what makes us a reference in telecoms, smart buildings and railway and automotive. Of course, they also comply with our societal commitment to ensure that all of our projects and action plans demonstrate their contribution to sustainable development and a reduced carbon footprint, for our customers and for ourselves. The subject of carbon reduction concerns all innovations.

In terms of “business development”, we are making progress according to the plans defined for each of our branches.

In the field of optical telecommunication infrastructures, we are accelerating the development of products adapted to the European markets and are expanding our sales teams in the UK and Germany. Our goal is to continue to serve these new markets from our industrial production operations based in Normandy (France).

In the automotive industry, which is accelerating its transition to electromobility and connectivity, the product developments and industrial choices made in recent months underline our ambition to gain market share via the hybrid and electric vehicle platforms that are being designed. At the same time, the expansion of our sales and technical teams in Europe aims to ensure close relations with customers and the development of new collaborations.

In the construction sector, we are gradually confirming our position as a systems supplier, thanks to the acquisition of Énergie IP, which joined the Group during the first weeks of 2022.

### ACOME will be celebrating its 90<sup>th</sup> anniversary in 2022. How does that make you feel?

**J.d.H. :** If proof was needed of our long life and long-term strategy, it can be found during these 90 years that have enabled the emergence of a technological flagship of French industry, present on four continents and a reference in its markets! It is a huge satisfaction for all of the Group’s employees. We take pride in this sense of teamship, personal commitment and responsibility. We will have plenty of opportunity to celebrate throughout the year.

We have the resilience and the ambition to progress, come what may. It is true, this is a period of great uncertainty, but I am sure that crises can accelerate transition and represent sources of opportunity. We must view them with lucidity and know how to seize such opportunities.

“We rely heavily on our transformation programmes, based on product innovation and the conquest of new businesses.”

## 3 questions for Jean-Yves Goblot, Director of Strategy, Programs and Projects, on the first year of implementation of the ACOME 2025 strategic plan.

# ACOME 2025, a plan for sustainable innovation and performance

### What were the main actions carried out in 2021?

**Jean-Yves GOBLOT:** ACOME has a long-term vision and our strategic plan for 2025 was drawn up with a form of continuity. A strategic plan does not mean a break. Some projects started during the previous plan, such as the transformation of our industrial information system, which is being continued under this plan. Innovation has deep roots at ACOME. In these times of rapidly changing market conditions, we are stepping up our investments in R&D and innovation. They support our ambition to be an industrial group of reference.

To assist the development of the Group's automotive and telecommunication activities, we have defined a €100M investment programme. Part of this budget is already reserved for the information system, modernisation of our compounds workshop, increasing the production capacities of our most promising product lines, industrial performance and, of course, innovation.

### What about individual markets?

**J.-Y. G.:** The car market, which has been severely disrupted by two years of health crisis, is also undergoing an accelerated transition towards electric vehicles. In 2021, we defined a transformation plan for our automotive branch. The strategy implemented is already showing good results.

The telecommunication networks and infrastructures branch is planning for the end of the French government's ultra-fast broadband plan in France

and expanding in neighbouring countries. We have two large markets on our doorstep: the UK and Germany. We have expanded our sales teams and successfully developed innovative cables to meet the specifications of their telecommunication operators.

An important event in the construction sector is the acquisition of the French start-up Énergie IP, reflecting our ambitions to improve our systems offer to respond to the new connectivity challenges of smart buildings.

### What progress has been made in terms of the carbon transition?

**J.-Y. G.:** When we drew up the ACOME 2025 strategic plan, we promised that all action plans and projects would demonstrate their contribution to the overall reduction of environmental impact. This is a major challenge that was formalised during the year by describing our route towards carbon neutrality in 2050, with milestones in 2030. It concerns our own emissions (we have identified our Scopes 1 and 2) as well as

those of our products. We must be able to provide our customers with full information on the greenhouse gas emissions (i.e. the work in progress on Scope 3) and overall environmental impact of our products. As pioneers in cable life cycle analysis, we are in a good position to do this.



**JEAN-YVES GOBLOT**

Director of Strategy, Programs and Projects



## Environmental and energy transition: ACOME defines its route towards carbon neutrality

**A**COME is structuring its roadmap to reduce the carbon footprint of its activities by 2050 by adopting an overall vision of its own emissions (industrial and service activities) and those of its products – and therefore of its customers too.

In 2021, data consolidation enabled detailed analysis of the greenhouse gas emissions at the scale of the Group for Scope 1, Scope 2 and Scope 3, starting with the items with the biggest impact: raw material purchases and business travel.

To demonstrate how its cables contribute to the carbon neutrality efforts of its customers, ACOME is improving its product environmental profiles (PEP) and life cycle analyses (LCA). Let's not forget that ACOME, a co-founder of the PEP ecopassport® in 2009, is one of the pioneers of this initiative: ACOME has been analysing the carbon footprint of its products since 2006.

ACOME is also committed to assisting its customers with their carbon transition. With a long-standing commitment to eco-design, raw material recycling and waste reduction, ACOME supports the carbon reduction efforts of its key customers via material R&D and product innovation. This responsible approach has two goals: economic performance and improving the environmental footprint of its products. Forum 2021 on "Sustainable territories and electric and connected mobility", which brought more than 500 participants to the industrial site in Romagny, enabled various companies and organisations to share their experience and current actions to reduce their environmental footprint in the "Zero Carbon Corner".



### TRANSFORMATION OF THE COPPER WORKSHOPS

**T**he time-line for the extinction of the copper telecommunication network in 2030 has been confirmed. ACOME, a historic partner of the national operator, is committed to assisting its customers until the demise of the copper network. This is an industrial challenge, involving the profitable production of ranges whose volumes are in gradual decline. Reconfiguration of the workshops will enable all the copper telecommunication and command-control ranges to be manufactured with a unique and efficient industrial tool.

### REINVENTION OF THE COMPOUNDS WORKSHOP



**T**he manufacture of compounds (polymer granules), a key element of the high added value cables designed by ACOME, is one of the Group's traditional areas of expertise.

A major modernisation project has been launched to increase production capacities and enable the manufacture of new compounds based on the addition of components in different states (liquid, powder, granule). This will enable the implementation of new, increasingly technical and innovative materials. The new, more automated machines are designed according to ergonomic considerations. This will bring a notable improvement to our operators' working conditions.

## The “multi-factory” site in Romagny, industrial 5G laboratory



**W**inner of the “sovereign 5G” call for projects as part of France’s Recovery plan, ACOME and its partner ALSATIS are launching a 5G experiment platform at the Group’s flagship site. Certified by the strategic committee (CSF) for “Digital Infrastructures” and supported by BPI France and Banque des Territoires, this project concerns the deployment of a full-scale private 5G\* mobile network in operational conditions, on an industrial campus. Objective: to test the new usages of the 4.0 industry (predictive maintenance, augmented technicians, production line supervision, autonomous robots, drones, etc.) and identify good practices in terms of health and safety. This project, future laboratory of a private 5G mobile network and showcase for products that might be developed in the future, is proudly supported by the Group, demonstrating its ethical values in the field of 5G.

*\*PMR, Private Mobile Radio*

## DIGITISATION IN PROGRESS

**P**rojects to revise the information and industrial management system lie at the heart of our activities and their industrial and commercial coordination. Objective: to continue to digitise our industrial IS, which is upgrading to the SAP4Hana platform. Migration is scheduled for the second quarter of 2022, according to the project time-line. This new environment will enable the creation of innovative services and bolster customer relations. For example, it will facilitate the interface with customer information systems and improve information exchanges, notably concerning orders or logistics matters.



## A SECURE, MORE ENVIRONMENTALLY-FRIENDLY SITE

**I**n close collaboration with the “Aménagement Mortenais” association, created by the Manche department and the Mont-Saint-Michel-Normandie conurbation authority, ACOME is improving the security of its original industrial facility, the multi-factory site in Romagny. Enclosing the 43 hectare park, installing an access control system and externalising its car parks are among the key points of this operation. As part of the project, ACOME is implementing an environmental plan to recreate natural areas, including wetlands. The thermal renovation of the administrative buildings in Mortain has begun, with the goal of reducing energy consumption significantly and opting for greener energies. Architectural renovations are also planned.





# Responsible governance

**ACOME is France's leading cooperative and participatory company (SCOP). Its directors are all partner-employees, elected for four-year terms. This cooperative governance guarantees the company's long-term strategy.**

## A COMMITTED BOARD OF DIRECTORS

The Board of Directors defines the strategic directions, general policies, investment/research plan, and budget. It also performs internal auditing.

**Jacques de HEERE**,  
CEO

**Jean-Michel ABRAHAM**,  
Manufacturing Line Manager  
telecoms networks and  
infrastructures

**Frédéric BRIAND**,  
General manager of  
ACOME Wuhan and Director  
of the Asia Pacific region

**Anne-Sophie  
DECOURRIÈRE**,  
Director of the Building, City  
and Transport Business Unit

**Christian EMOND**,  
Logistics Technician,  
Automotive Industry

**Valérie FAGUAIS**,  
Customer Service Manager,  
Buildings and Transport

**Céline LARDEUR**,  
Copper LAN Production  
Manager, Buildings and  
Transport

**Christelle LARUE-  
LEMARTINEL**,  
Supervising Operator,  
Telecommunication Networks  
and Infrastructures

**Marion PINEAU**,  
Management Controller,  
direction finance, legal and  
Information Systems

**Stéphane SAMSON**,  
Director of the Global  
Automotive Systems  
Business Unit



## STRATEGIC ORIENTATION COMMITTEE

The Strategic Orientation Committee provides input for strategic discussions and advises on the Group's key strategic and technological choices. It is consulted on the overall coherency of the

Group's activities, the priorities to be given to the various actions and on the future vision of the company. Its five members meet four times a year, with meetings chaired by Jacques de HEERE.

**Jacques de Heere**,  
CEO  
ACOME

**Gabrielle GAUTHEY**,  
Senior Vice President Carbon  
Neutrality Businesses at Total

**Jacques CHAUVET**,  
Independent  
consultant

**Jean-Yves GOBLOT**,  
Director of ACOME Strategy,  
Programs and Projects

**Stéphane SAMSON**,  
Director of the ACOME  
Automotive Industry branch



**Gabrielle GAUTHEY**  
Gabrielle GAUTHEY, has been Senior Vice President Carbon Neutrality Businesses at TOTAL since 2019. Member of Collège de l'Arcep from 2003 to 2008, she was then responsible for the public and defence sectors of Alcatel-Lucent, and Director of Investments and Local Development of Caisse des Dépôts.



**Jacques CHAUVET**  
Having started at Renault in 1978 as chief economist, Jacques CHAUVET stayed with the French car manufacturer for his entire career, holding international operational positions, CEO of Dacia in Romania, of Oyak-Renault in Turkey, of RTM and Somaca in Maghreb. He was Managing Director of Mov'eo from 2012 to 2015, and is now an independent consultant.

# Global presence on 4 continents

One industrial site in France (Romagny, Manche), industrial and commercial development in 7 countries in EMEA, China and Brazil, to be as close as possible to its key customers.

## FRANCE

### PARIS (1932)

Head office ~60 employees.

### MORTAIN/ ROMAGNY (1941, MANCHE)

6 factories on a 43 hectare site, employing around one thousand employees.

The industrial home of the Group, one of the largest integrated industrial sites in Europe in the cabling industry.

### LANNION (2015, CÔTES-D'ARMOR)

Industrial site of Idea Optical, French specialist in the design and manufacture of optical connectors and switching equipment, employing more than 200 employees in 2021.

### GUYANCOURT (2015, YVELINES)

Idea Optical sales office and showroom.

## UK

### LONDON (2020)

Sales office for ACOME and Idea Optical teams (Telecommunication Networks and Infrastructures activity).

## ITALY

### AGRATE BRIANZA (2007, LOMBARDY)

Sales office for Data, Telecommunication Networks and Infrastructures activities.

## GERMANY

### RATINGEN (1998, NORTH RHINE-WESTPHALIA)

Sales office for ACOME and Idea Optical teams (Data, Telecommunication Networks and Infrastructures, Automotive activities).

## MOROCCO

### TANGIER (2015)

This 17,000 m<sup>2</sup> factory, commissioned in 2018, is the exclusive manufacturer of the wires and cables of the skinny wires range, designed by ACOME, with minimised consumption and environmental footprint. It employed more than 120 employees in 2021

## BRAZIL

### IRATI (1998, PARANÁ)

6,000m<sup>2</sup> industrial site producing wires and cables for the automotive industry for equipment manufacturers based in the Mercosur. This factory employs almost one hundred people.

### SAO PAULO (2012)

Sales office for the Automotive activity.

## CHINA

### WUHAN (2003-2011 AND 2018)

8,500m<sup>2</sup> sales office and 2 factories, employing almost two hundred people in China's automotive capital. These factories are specialised in the production of high temperature wires and cables T3, T4 and XLPE, and low power high voltage cables for the automotive industry.

### XINTAI (1999)

6,000m<sup>2</sup> industrial site specialised in the production of coaxial cables (radio frequency), and micro-coaxial cables (military applications). The industrial site and its sales office count almost one hundred employees.

### BEIJING (2006)

Sales office for the telecommunication activity.

### ZHUHAI (2019)

Industrial site for the design and manufacture of coaxial cables for automotive applications (joint venture between Zhuhai ACOME and Hansen).

### SHANGHAI (2020)

Sales office for ACOME Group activities.

OUR SITES

**12** factories

**11** sales offices

**1** Group R&T centre of expertise

**2** tech centres (France, China)

**6** "ACOME Delivery Centers" (logistics platforms) support the logistics capacities of our industrial sites in EMEA, South America and Asia.



CONTROLLED DEPLOYMENT IN 6 MARKETS



**AUTOMOTIVE INDUSTRY**

Specialising in highly technical cables for the automotive industry, ACOME deploys its expertise to develop extensive ranges of cabling systems to equip the new generations of electric, hybrid, connected and autonomous vehicles



**TELECOM-MUNICATION NETWORKS AND FTTH**

Present in the telecommunication sector for almost 90 years, ACOME has become a supplier of reference in the telecommunication infrastructures market for passive components (cables and connection equipment) to accompany the mutation of the ultra-fast broadband sector in France and internationally.



**SMART CITY**

Based on ACOME's expertise in optical telecommunication network infrastructures, the cables and solutions for external networks enable the creation of long-lasting, upgradable infrastructures to support smart city development.



**SMART BUILDINGS**

ACOME, already a reference in the private networks market, is bringing innovation to industrial cabling, with a full range of cables and solutions to make buildings more connected, frugal and scalable.



**SIGNALLING RAILWAY INDUSTRY**

For decades, ACOME has been designing, developing and manufacturing signalling cables to be deployed along tracks or in tunnels and cabling systems for stations. It has many customer references in intercity and urban rail transport, both in Europe and world-wide.



**ELECTRICAL TRANSFORMER STATIONS**

ACOME is a supplier of reference of power cables and command-control cables for electrical transformation and distribution stations and underground optical fibre cables for energy management. These products are developed in collaboration with RTE, subsidiary of EDF.

# AUTO MOTIVE

Connection  
makers

## RISING TO THE CHALLENGES OF ELECTROMOBILITY AND ULTRA- CONNECTIVITY

### 5 INDUSTRIAL SITES

France (Romagny),  
China (Wuhan and Zhuhai),  
Morocco (Tangier), Brazil (Irati)

### SALES OFFICES

France, Germany, China,  
Brazil, Morocco

### TURNOVER

40% of Group turnover

### PRODUCT LINES:

- Multi-conductor and mono-conductor cables
- Power cables
- Data cables



**“As a partner of reference for OEMs and integrators, we must continue to propose innovative solutions for applications in which cables can play a part in reducing the weight or cost of a vehicle. ACOME’s expertise in materials chemistry, plasturgy (compounds) and metal sciences and the Group’s commitment to provide an efficient response to the challenges related to the cabling systems required for new energy vehicles are the best allies for this strategy.”**

**STÉPHANE SAMSON**

Director of the Automotive Industry branch

**MARKET TRENDS**

The car industry, the world’s leading industrial market, has been severely impacted by the Covid crisis and is struggling to recover. The factories, which were at 40% of their potential capacity for several months due to procurement problems, are now suffering from further disruptions due to the semi-conductor crisis and the increasing costs of raw materials. In 2021, global production represented 79 million vehicles, which is only slightly more than in 2020 and approximately 10% less than in 2019 (-11 million light vehicles produced). European manufacturers have been the hardest hit by this crisis, which directly concerns our French and Moroccan factories. The Brazilian industry has not yet recovered from the series of difficulties that are currently paralysing the country. Only in China have volumes returned to levels similar to those of before the pandemic, conserving its position as the world’s no. 1 vehicle manufacturer. One in three cars are now produced in China. While manufacturers are having to invest massively to respond to the challenges of electrification, the industry as a whole must reinvent itself. Electric vehicles will represent one third of the world’s car sales in 2025 and 51% by 2030.

**OPPORTUNITIES FOR ACOME**

The transition to electromobility and the intensification of in-car connectivity are the new technological challenges of this market. ACOME is making the most of these exciting perspectives to propose new technologies, thus strengthening its positions in this highly strategic industrial sector. The automotive branch currently represents 40% of the Group’s turnover, but this is expected to increase over the coming years. There are actually twice as many cables in an electric vehicle as in a model with a combustion engine. Data cable requirements (high speed data) are also boosted by the new in-car services for driver-assistance and autonomy functions. ACOME, determined to defend its position



**Power cable manufacturing workshop**  
in France for electric vehicles (2019).

as a world-class player in the automotive sector, defined the strategic plan for the automotive branch in March 2021, mainly based on development of the power cable range and commercial efforts to conquer future hybrid and electric platforms. 2021 was marked by the excellent performance of ACOME Wuhan, which started a great adventure with Tesla.

Innovation is all the more important as a lever of growth in the context of these profound transformations in the automotive industry. The investment efforts made to bolster R&D and innovation are already bringing results. The Group has developed power cables designed to reduce the charging time of electric vehicles. The first UltraFlex HV power cables using the silicone-free E-Layer® technology developed in 2020 have been integrated into the first rechargeable hybrid vehicle platforms. To meet the growing needs for vehicle connectivity and autonomy, the first ranges of coaxial cables for automotive applications have been successfully launched by Chinese subsidiary Zhuhai, as part of the ACOME-Hansen joint venture. This offers promising prospects on the markets for both light and heavy vehicles.

## Highlight

## A new innovation dynamic

Over the next few years, the automotive industry will be undergoing profound mutations to meet the carbon-free mobility objectives of 2050. Being one of the players of reference in this value chain, ACOME is rising the challenge. To equip the future electric and hybrid vehicle platforms, the Group has pulled out all the stops in terms of R&D and innovation. A project organisation has been implemented, supported by re-sized technical teams with structured means and methods. A product roadmap has been drawn up for each customer and manufacturer, for each of our three product lines. Efficient promotion is guaranteed among OEMs, Tiers 1 suppliers and connection specialists. Thanks to these combined efforts, the unusually large development portfolio is expected to give rise to around twenty manufacturer accreditations for the UltraFlex HV cable alone in 2022.



## INITIAL SUCCESS FOR THE ULTRAFLEX HIGH VOLTAGE (HV)

Increased commercial efforts have enabled ACOME to win its first awards from European manufacturers for the UltraFlex HV (high voltage) cable, an innovation announced at the end of 2020. They concern the rechargeable hybrid (PHEV) and electric (EV) platforms to date. The power cables made from reticulated polyethylene (XLPE, silicone-free) correspond to the high stakes of vehicle manufacturers in terms of competitiveness. They offer the same performance as silicone in terms of flexibility and are perfectly suited to the thermal constraints of new energy vehicles. The success of this innovation reflects ACOME's expertise in compounds and materials, as well as the Group's commitment to provide an effective response to the new challenges raised by the cabling systems required for new energy vehicles.





## TWIN SKIN TO REDUCE CHARGING TIME

**R**educing the charging time of electric vehicles is a major challenge in the race for autonomy. In 2021, ACOME developed power cables designed to reduce the charging time of electric vehicles. The "twin skin" protection built into the power cables (between the charging socket, the battery and the electric motor) brings controlled thermal performance that is superior to additional mechanical protection. This "twin skin" brings more intensity and current to the cable and simplifies bundle construction while reducing costs for manufacturers. What is the secret? Fewer components to be assembled and high performance levels to enable smaller copper sections for equivalent performance.

## ACOME WUHAN EQUIPS TESLA'S MODELS 3 AND Y

**T**here is a little bit of ACOME in certain Tesla vehicles. Model 3 and Model Y, mainly designed for Chinese market, now use UltraFlex Low Voltage (LV) power cables made by ACOME Wuhan. These Low Voltage cables connect the battery and the converter.

Equipping the high end electric vehicles made by this pioneering manufacturer strengthens the Group's position for this technology. Several thousand kilometres of UltraFlex LV cables will be delivered each year by the Chinese subsidiary to the Gigafactory in Shanghai, which assembles half of the Californian manufacturer's global production.







# TELECOM NETWORKS AND INFRA- STRUCTURES

Connection  
makers

**Accelerating  
our deployment  
in European  
markets**

**3 INDUSTRIAL SITES**

France (Romagny-Fontenay and Lannion),  
China (Xintai)

**6 SALES OFFICES AND REPRESENTATIVES**

France, Italy, Germany,  
UK, China (Shanghai, Beijing)

**Turnover**

42 % of Group turnover

**Market segments:**

- Optical telecom networks and FttH
- Copper telecom networks
- Mobile telecom networks

**“ACOME’s history is closely related to the development of telecommunication infrastructures in France. Almost one third of the fibre installed in France comes from our industrial site in Normandy. We are now concentrating our efforts on enabling this wonderful industrial factory, with a production capacity of 10 million kilometres of cabled optical fibre, to supply the key markets that are currently expanding their ultra-fast broadband and mobile coverage. We are reinventing ourselves to become the European supplier of reference in the telecommunication infrastructures market”**

**JEAN-MARC PARET**

Director of the  
Telecommunication Networks  
and Infrastructures branch

**MARKET TRENDS**

2021 was another record-breaking year in terms of FttH (Fibre to the Home) deployment in France: Another 6 million French homes became eligible and potentially connectable to the optical fibre network, and, with 1 million new fibre subscribers per quarter, there are now more contracts for optical fibre than for ADSL. Unique in Europe, France’s ultra-fast broadband plan has made France the champion of optical fibre. Access to ultra-fast broadband for everyone will become a reality in the very near future, as public initiative networks complete coverage in the less densely populated areas of the country.

Since the end of 2021, the EU anti-dumping regulation taxes optical fibre imports up to 20% after meticulous evaluation of the dumping practices applied by certain Chinese manufacturers. This should help to eliminate unfair competition in the French and particularly German markets. These measures should also enable the industry to resume its investment strategy to meet both growing demands and the challenges of digital transformation in Europe in an environment of fair competition. Finally, Orange announced the time-line for the extinction of its copper network in 2030 and the closure of sales of subscriptions to the historic infrastructure in 2025.

**OPPORTUNITIES FOR ACOME**

In anticipation of the completion of optical fibre deployment in France, which has been an incredible growth driver for ACOME in the telecommunication infrastructures market over the past eight years, the Group has reoriented its strategy.

Our European neighbours -led by Germany and the UK- have also been developing national strategies for the deployment of ultra-fast broadband. Growth in these new geographic markets has become a major strategic challenge for ACOME. We have expanded our sales teams in these two countries and finalised the development of products adapted to the particularities of their infrastructures. In the UK, ACOME has gained a significant share of the market since 2021 with alternative operators, and strong growth is predicted. In Germany, the anti-dumping regulation has helped to change the market landscape. It has had a rapid effect and several invitations to tender have been launched since the start of 2022.

In France, the announced closure of the copper network enabled ACOME to re-assert its partnership with Orange by announcing its intention to remain the last copper supplier in France. Discussions have begun on how to adapt the process, which might be shared with the growing production of command-control cables. After FttH, ACOME is making the 5<sup>th</sup> generation of mobile networks a development area. Following on from the smart city in the national strategy, connected regions (or smart regions) aim to use responsible digital tools to meet the challenges of the ecological transition. In this emerging market focussed on digital sobriety, ACOME anticipates the deployment of products based on coaxial cables (like those manufactured by the Group in the Xintai entity) and optical fibre (made in the factory in Normandy).

Manufacturing workshop of “drop” cables” for optical fibre subscriber connections (2019)



## Highlight

## Supporting the carbon transition of infrastructures

As a supplier of reference, ACOME has a duty to help its customers to reduce their carbon footprints. Having developed expertise in product life cycle analysis over the years through PEPs (Product Environmental Profiles) registered under the PEP ecopassport® programme, the Group's engineers started to model the carbon footprint of the passive infrastructures of the FttH network (PON) in 2020. This study found that the "distribution" part represents 60% of the total carbon impact of the passive infrastructure of the FttH network, the segment corresponding to subscriber connection over the last 100m of the network represents 35% of the total carbon impact, and the transport part 5%. This study enabled ACOME to identify a number of innovation levers and to develop new eco-designed products and innovative services to improve the environmental and economic performance of FttH network infrastructures. Furthermore, a survey conducted among a large number of European customers revealed that more than 10% of cables were not used and considered as site scrap during deployment operations. This information, presented at the "Carbon Tech Days" was a real wake-up call. To resolve this wastage problem, ACOME developed a digital innovation to improve the logistics, economic and environmental performance of cable deployment. The QR-Drum principle: a simple QR code on the drum and a mobile app for users. This new service improves visibility of the cable length remaining, enables easy sharing of the digital unwinding information and makes life easier for installers, logisticians and buyers.



**Industrial site of Idea Optical** (Lannion, Brittany), specialised in the design and manufacture of optical connectivity products.



**Optical connection drop cable UNB1627** for overhead, underground and façade networks with a 25% better carbon footprint.

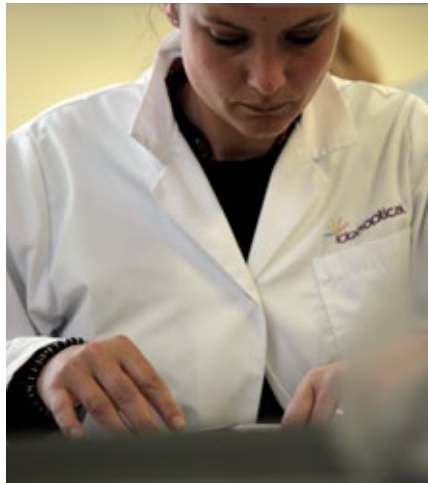
## CONNECTING SUBSCRIBERS TO FIBRE: INNOVATION CONTINUED!

**T**he UNB1627 Drop cable, an optical cable that can be "stripped" to enable indoor/outdoor installation, was an immediate success. In just one year, it has provided some 375,000 homes with an optical fibre connection. 20% thinner than the previous generation and 30% lighter, the carbon footprint of this compact cable has been improved by 25% without compromising performance. Not only does its manufacturing process use less raw materials, but, being thinner, it takes up less room on the drum. This is a real achievement for R&D, because the additional stress on the fibre had to be managed. Smaller drums mean better truck fill rates, which was a decisive element in improving the environmental footprint. Re-designed in 2021 to adapt to the French market, the UND1537 overhead cable offers a carbon footprint improvement of around 30% as well as financial savings. Taking into account the average distance of 50m between electric posts, the R&D teams reviewed certain reinforcements and designed a thinner cable. Orders were soon flooding in for this cable, which is particularly suitable for the deployment of public initiative networks.



## GERMANY'S FIRST SUBSCRIBERS CONNECTED VIA ACOME FIBRE

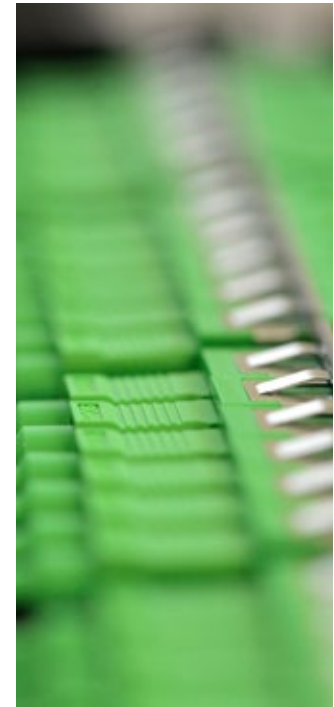
**T**he "Digital 2025" strategy launched by the German government in 2020 is based on an optical fibre network with a 1Gb rate throughout the country in 2025. The country had fallen behind, with only 15% of its companies having access to a broadband speed of more than 50 Mbps. This offered an opportunity for ACOME's R&D teams, which have been developing products compatible with the technical specifications of the German market for the past two years. The standard range of mini-cables for the microducts used by the optical fibre is now complete. At the same time, ACOME has been working on high density mini-cables and innovative connection cables. As the structure of the German high speed network market develops, ACOME is expecting strong growth in 2022.



## IN POLE POSITION ON THE UK MARKET

**T**he UK is a growing market with a strong ambition to deploy optical fibre within a short time. Thanks to its collaboration with several Irish telecommunication operators, the Group has already notched up a few achievements in the UK. ACOME has a good understanding of the particularities of this market, which is made up of a large number of alternative operators. They require quality cables, conform to British Telecom technical rules and standards, and available immediately so that they can develop their networks quickly. This is what ACOME offers with its UND1344 Ultra Light Weight (ULW) range. But the Normandy-based company has gone one step further. For one of these major operators, it has developed a breakthrough technology that was patented in 2019. This enables the manufacture of a thinner cable (easier to install at the top of the telephone posts as well as being more resistant to weather effects) while complying with the CP 08 standard that applies in this market. Experiments are being conducted on overhead and duct installations throughout 2022.

## DATACENTER DEPLOYMENT FOR IDEA OPTICAL



**I**dea Optical, specialist in the connection of optical fibre telecommunication networks, has been active on the datacenter market for more than ten years. The company, based in Brittany, proposes global preconnectorised solutions for equipment for "Meet Me Rooms" (MMR), which is the place where all the datacenter racks and cables come together. Making the most of ACOME's expertise in the copper market, Idea Optical has expanded its offer to propose a full range – optical fibre and copper – to the operators on this booming market.



**Supporting  
the digital and  
energy transition  
in the buildings  
and transport  
sectors**

# BUILDING, CITY AND TRANSPORT

Connection  
makers

**2 INDUSTRIAL SITES**

France (Romagny-Fontenay),  
China (Xintai)

**3 SALES OFFICES**

France, Germany and Italy

**Turnover**

12 % of Group turnover

**Market segments:**

- Smart buildings
- Smart City
- Railways
- Electricity transmission

**“Innovation has always been one of the key drivers of value creation and development for ACOME. By taking a position on the Power over Ethernet sector with the acquisition of Énergie IP and building a 100% French industrial 5G experimentation platform at our multi-factory site in Normandy, we are proclaiming our ambition to be an innovative player of reference in private communication networks in the years to come”**

**ANNE-SOPHIE DECOURRIÈRE**

Director of the Buildings and Transport branch

**MARKET TRENDS**

After 2020, a particularly trying year for the construction sector, 2021 was marked by strong dynamics. Work resumed on construction sites -restoring and even surpassing the results of 2019-, although the upturn has been somewhat tempered by raw material and labour shortages. This positive dynamic has raised demand for data cables, further encouraged by the sharp increases in transport costs and high delivery risks. These are impeding imports from Asia, which have become less competitive. The market trend therefore remains positive. The production of command-control cables is also buoyed by major urban transport projects – public transport is enjoying unprecedented growth due to new mobility requirements – and thanks to investments related to the energy transition and the decentralisation of energy production.



**OPPORTUNITIES FOR ACOME**

On the promising construction market, and notably in the smart building sector, ACOME has achieved good performance, in spite of the rising costs of raw materials. Years of development have enabled the production of communication cables that meet the requirements of even the most stringent construction product regulations (CPR\*). Innovation remains the key to this activity, with the 2021 launch of the new optical product range, CLT Fireprotect, which encountered immediate success. ACOME has also understood the potential of Power Over Ethernet (POE) - a technology that enables LAN cables to transport energy and data – as demonstrated by the acquisition of the start-up Énergie IP. Finally, the development perspectives for 5<sup>th</sup> generation private networks – i.e. 5G applied to industry and the service sector – are also part of the Group’s strategy. Our ambition: to have a global solution from the network core to the network of antennae. In the transport sector, the Grand Paris project, the upcoming Olympic Games and the state-supported investments in public transport being made by large cities (mobility orientation law and France’s Recovery plan) are also creating major opportunities. ACOME has started to deliver signalling cables to the construction sites of the Lyon and Marseille metro projects, and to tramway projects in a number of French cities. Commercial relations with our historic customers have also been bolstered by new contracts. Our capacity to deliver the programmed construction sites in spite of the current raw material shortages has further reinforced these partnerships. Thanks to the major development efforts of the past few years, ACOME has confirmed its position as SNCF’s leading supplier of optical cables.

*\* Construction Product Regulation - European regulation on the fire performance of cables.*

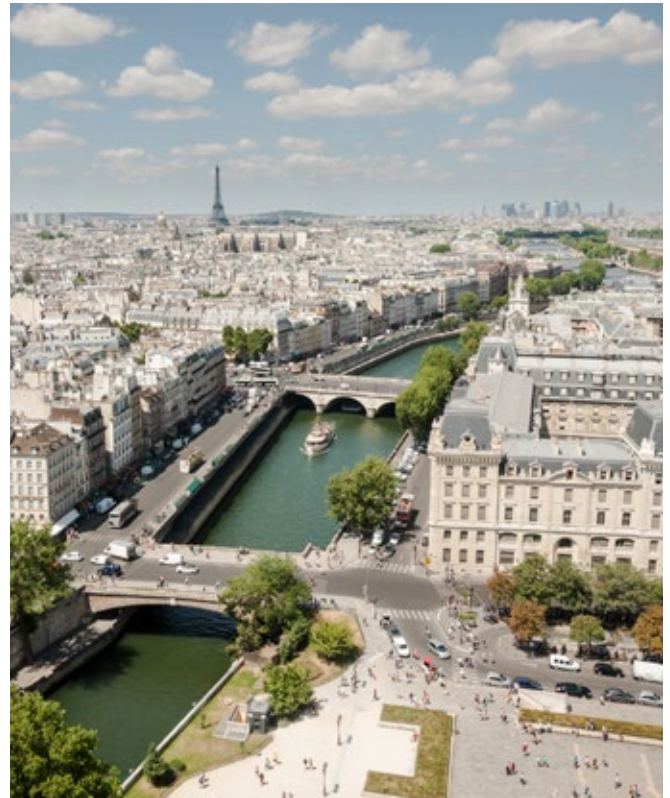




## Building a 100% French industrial 5G platform

ACOME, partnered by ALSATIS, was awarded the “Industry recovery plan - strategic sectors” call for projects (part of France’s Recovery plan), which aims to assist innovative companies that invest in France to build a secure, sovereign 5G network.

The strategic ambition of ACOME and ALSATIS to move into 5G for industry and services has found substantial support in the form of a €1 million grant. The multi-factory site in Normandy will host the experimentation platform for this 5G PMR network (Private Mobile Radio, which uses different frequencies and services from the public 5G network). From its central location in this industrial site, the platform will enable full-scale testing of several usage situations, notably related to the 4.0 industry, as well as evaluation of the benefits and potential of 5G in terms of productivity, security and innovation. One aspect of the project concerns the environmental and health impacts of 5G, with a view to sharing best practices.



**New FireProtect+ signalling cable**, conform to the highest fire resistance Euroclasses (B2ca) (Acorail range for railway applications).

## ACOME IS CABLING THE GRAND PARIS PROJECT, IN PARTNERSHIP WITH THALÈS

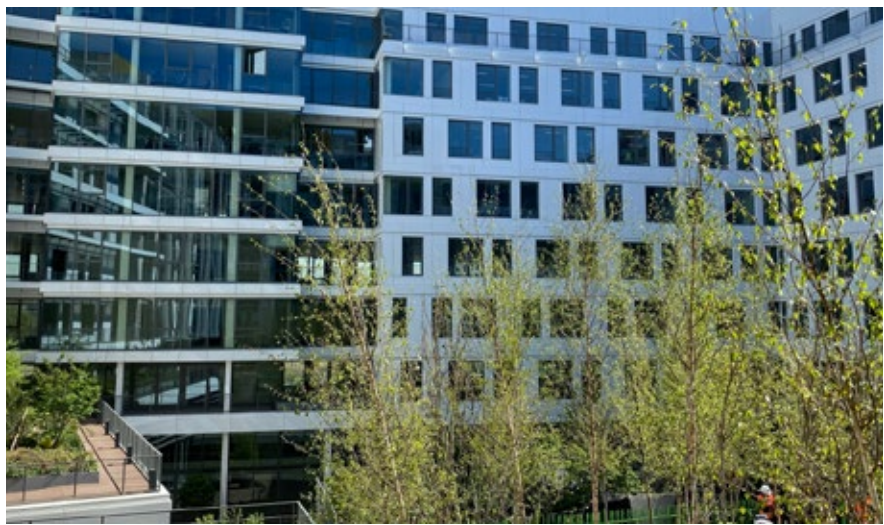
**G**rand Paris represents approximately 200 km of track between 68 stations of the outer suburbs of the French capital. Thalès, which won the contract for the future lines 15, 16 and 17, is using signalling cables developed by ACOME for this project. The Group will be the main supplier of the command-control cables for this new network. A commercial and technical achievement. The route of these new lines is mostly underground, which means particularly stringent requirements are imposed by the RATP in terms of fire performance. These new generation cables are Euroclass CPR B2ca / S1a DOA1, making them “best in class” in the transport sector.

## FIREPROTECT CLT: A MAJOR OPTICAL INNOVATION

**P**roducing cables with an improved carbon footprint that are easy to install: ACOME's response to this challenge is the new range of data transmission cables, reinforced Fireprotect CLT. The new version of this eco-designed optical cable is jelly-free. Wire threads ensure dry waterproofing and a flexible tube prevents the straw effect. Connection to the connector tray is thus simplified, because it is no longer necessary to clean the cable, which is also more robust than the previous generation. In terms of CPR, it corresponds to the improved Euroclass CcCa. The reinforced Fireprotect CLT is designed for ultra-fast data transmissions and can be installed both indoors and outdoors. Launched mid-2021, this high-tech cable met with immediate success in France, Germany and the UK.



New Fireprotect CLT cables (2021)



## A HUGE LEAP INTO POE WITH THE ACQUISITION OF ÉNERGIE IP

**E**nergie IP, the French start-up founded in 2015, designs and markets an innovative, patented building management system (BMS) based on POE (Power Over Ethernet) technology. This IP-based solution – the most efficient on the market – use Ethernet cables to transmit data and very low voltage DC power. It has already been used to equip almost 50,000 m<sup>2</sup> of offices in Île-de-France. We first encountered Énergie IP on the Evidence construction project: the world's first service building to integrate a new generation, all-IP BSM with ACOME cables. This acquisition will guarantee the development of this technology over time and its extension to new markets.



## AT THE HEART OF ORANGE'S NEW GLOBAL HEAD OFFICE

**A**fter Dior's head office, which remains one of the largest buildings to be cabled with optical fibre, Bridge, the new head office of the Orange group, has also been equipped with ACOME cables. Considered by its designers (architect Jean-Paul Viguier) as a showcase for the company, this building symbolising the energy transition provides 56,000 m<sup>2</sup> for almost 3,000 employees in Issy-les-Moulineaux. Representing the Orange group's digital expertise, Bridge is one of the first buildings to be equipped for 5G. In line with the new usages, optical fibre is deployed to each office, with full WiFi access and ultra-simple connectivity for employees. ACOME is extremely proud to have participated in this project.



# Being a SCOP in 2022, a model of participatory economy

ACOME is one of France’s largest cooperative and participatory companies (SCOP). This management model has proved its capacity for resilience in crisis situations. It defines the Group’s identity.

## Having a SCOP as a parent company

A SCOP – a cooperative and participatory company – is a company whose capital is owned by its partner-employees. From the very beginning, ACOME opted for this unique form of governance and each employee of the parent company (Romagny factories and head office) is invited to become a partner after completing one year with the company.

The SCOP is an active democracy, based on the “1 man = 1 vote” principle. Each partner therefore participates in the strategic and operational decisions to be implemented in his or her routine work. The annual general meeting of partners is one of the company’s most important events.

SCOPs cannot be relocated or sold, thus guaranteeing lasting employment and expertise in a specific area. ACOME is firmly rooted in the marshes of Normandy. With over 1,000 employees, it is one of the largest employers of the Manche department and a leader in the connected mobility sector. This mode of governance imparts its cooperative and entrepreneurial values to the Group as a whole.



## Defending and promoting cooperative values

To animate this spirit of cooperation and give life to its values, ACOME has expanded its network of cooperative ambassadors. The main mission of these committed, volunteer employees is to meet new recruits and to pass on the cooperative culture, which basically involves accepting responsibility for the collective and cooperative future of the company, above and beyond one’s personal interests. Thanks to the efforts of our thirty or so cooperative ambassadors, the number of cooperative inductions (training / on-boarding of new recruits) tripled in 2021 in spite of the difficulties imposed by the health situation, thus ensuring better integration of our newcomers.



**les SCOP**  
la démocratie nous réussit

**Around thirty ACOME partner-employees** attended the national SCOP congress, an event organised once every four years, which was held in Rennes (France) in March 2022.



## Ensuring the company's future and supporting industrial employment in France

One of the management rules specific to the SCOP status is the distribution of its economic profits between:

- > the partner-employees, who thus reap the benefits of their work and their productivity efforts directly,
- > the non-distributable reserves, which form the investment capacities required to develop the SCOP and the Group that it manages.

In these troubled times, where one crisis appears to follow directly on from another, ACOME has defined an ambitious strategic plan in terms of development, and continues to be motivated by this ambition: to continue the industrial adventure in France and to pass on the company to the future generations. The negotiation of a collective performance agreement to optimise the use of production resources at the Romagny site, has the virtuous goal of preserving the company's future, jobs and profits. It was signed early in 2022 by the majority union, with the approval of a large majority of employees, and will come into force at the beginning of 2023.



## Humanist values

Solidarity, respect, commitment and excellence are the four values adopted by ACOME and used for years to mobilise its employees. The association of deeply human values and professional excellence values is a trademark for ACOME. It proves that a person-centric company model is perfectly compatible with economic performance and professional standards.

As a company in the social and solidarity economy (SSE), the collective interest takes precedence over personal advantage.

## Committed to the ecological transition

Respect for people and respect for the environment are closely related according to ACOME's vision. In 2021, the Group signed new voluntary commitments:

- > French Business Climate Pledge, a collective mobilisation of French companies acting to promote the success of the transition towards a low-carbon economy,
- > Entreprises Engagées Pour la Nature (businesses committed to nature), marking its ambition to make biodiversity part of its strategy,
- > Fret 21, to improve the integration of transport impacts in the reduction of CO<sub>2</sub> emissions.

These commitments have been formalised with the bankers that support ACOME's investment programme and our CSR ambitions: to obtain the Ecovadis Platinum label by 2025, to have the management system of all Group sites certified by 2025, and to confirm our vocation as a learning company.

### OUR CSR PERFORMANCE IS STRUCTURED AROUND FOUR PRIORITIES

**An industrial operator that is reliable,**  
effective and respectful  
of the environment



# Performance based on people

Recruiting new talents, investing in skills, being attentive to the health, safety and well-being of our employees, offering career prospects, rewarding the efforts of each individual... People, a unique factor of differentiation, innovation and sustainable performance, are at the heart of ACOME's strategy.

## On the lookout for new talents

Although the Group's overall headcount has remained relatively stable in spite of the crisis situations we have experienced, ACOME continues to recruit new talents. In a full-employment area (the Manche department has one of France's lowest rates of unemployment), this is no simple feat.

We hire to compensate for the natural renewal of personnel, particularly due to retirement. ACOME is a relatively young company in the industrial sector, with an average employee age of 43 years.

We also hire for strategic purposes: expansion of our sales teams in France and Europe, consolidation of our R&D and innovation teams, particularly by recruiting research engineers and project managers in France and China, development of our production teams in our subsidiaries in the automotive sector.



## Skills development

ACOME is all the richer for the expertise of its teams and the diversity of their personalities, and is keen to help each team member to develop both technical know-how and managerial skills. Training is of the utmost importance: +95% of the Group's employees participated in at least one training session in 2021. Having been interrupted in 2020 because of the health crisis, the programme resumed in 2021 at a fast pace. A hybrid solution, combining face-to-face with remote training, was implemented to enable the Group to complete its plan, representing 34,000 hours of training (30,000 hours for France alone), i.e. an average of 20 hours per person per year.

This remarkable investment in internal resources is paired with a programme to train new recruits in ACOME's businesses. Profession training contracts are proposed to future production line supervisors preparing a professional qualification certificate (CQPM). The programme was restarted in 2021 with another 12 people. Apprenticeships are another way for us to develop our teams. These actions all help to make ACOME a learning and inclusive company.



**Gender equality index**

In 2021, ACOME SA once again achieved the score of 83 points (out of 100) in the gender equality index, thanks to the schemes implemented and the series of negotiated agreements on the professional equality of men and women.

**Reinforcing the safety culture**

As an industrial group and in coherency with its cooperative structure, ACOME considers the health and safety of its employees to be one of its main concerns. The ultimate objective is zero accidents. Since 2020, a training and enhanced awareness programme on the safety culture has been implemented in our factories. In Romagny, the Group’s main industrial facility, 20 instructors have been trained in the Risk Factor™ method (based on the latest neuroscience research). Their mission, to be completed by the end of 2022, is to share this approach with their colleagues to raise awareness of the perception of risks and encourage the adoption of safe behaviour. ACOME’s ambition: to develop a perception of risk shared by everyone in the company, supported by operational discipline, resulting in safety conduct and practices that will lead to a significant reduction in the frequency and severity of accidents. The frequency rate of accidents with sick leave (TF1) is 8.42 for the Group. This rate, which has risen since 2020, particularly in France, actually concerns very rare but serious accidents. The TF2’ rate (which includes temporary workers, external personnel and service providers ) is 12.82 for the whole year. The Group’s severity rate is 0.52. All indicators improved during the last quarter of 2021.



**Encouraging and recognising the importance of well-being at work**

The SCOP model is ideal for managerial innovation and ensuring well-being at work. Encouraged by deeply people-centric values and the decision-making organisation, quality of life at work is naturally taken into consideration. In 2020, a survey on the quality of life at work was conducted at our multi-factory site in Normandy, and at the company’s head office in Paris. Analysis of the results revealed six main themes. In application of a collaborative approach, each manager was asked to select at least two themes for action, to be decided with their teams.

The topics of professional recognition and career development were discussed together. Work groups promote versatility and encourage skills development.

A convention on working from home was implemented in 2021 for employees who want to work remotely for a few days every month, job-permitting. It includes rules and advice for this new working method, which involves learning to manage remotely, self-regulation and knowing how to preserve one’s personal life and health. The “hierarchical relations” area was dealt with by renovating our processes and implementing specific training on how to conduct personal appraisals. Attentiveness and promotion of a constructive social dialogue are key requirements of ensuring free speech, knowing how to express expectations, setting objectives, as well as working on more positive aspects with a view to improving relations and performance.





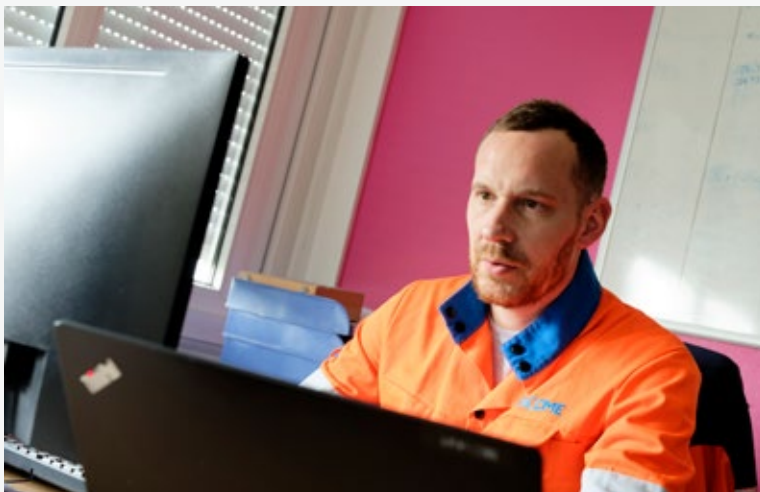
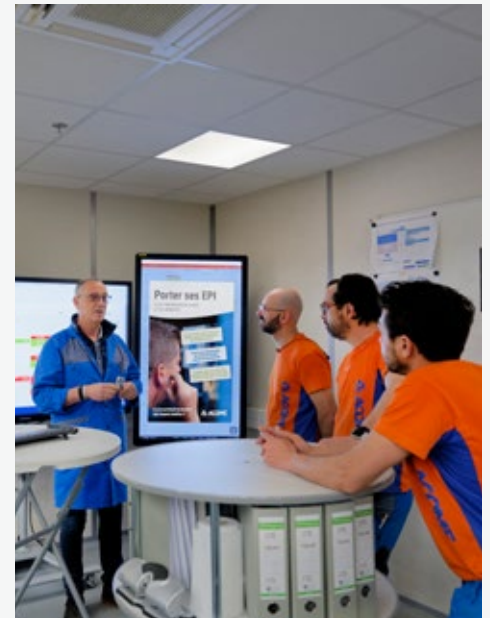
# Global quality management, certifications and customer satisfaction

The Group's quality policy aims to guarantee the same quality standards for all our customers on all four continents. It follows three main commitments: customer satisfaction, process control and every day operational excellence.

## A management system certified at the highest possible level

Quality, HSE and performance are rooted in a single continuous improvement approach, that has been duly certified for all the Group's entities. ACOME has set up a community of internal auditors, strongly committed to the periodic verification of management system compliance and the preparation of audits. The team, comprising volunteers with different professions, was largely renewed in 2021.

- > The renewal of environmental certifications ISO 14 001 for ACOME do Brasil and ACOME Xintai is a good illustration of the commitment and efforts made by all teams.
- > In the area of health and safety at work management, the industrial site in Romagny and ACOME Wuhan obtained the ISO 45001 certification in 2021. They already held the OHSAS 18001 and Safety Standard certifications and, along with ACOME Morocco, they can now claim compliance with the very highest international standards. With a view to improving efficiency and performance, ACOME asked Afnor to conduct combined audits for the reference systems ISO 14001, ISO 45001 and IATF.
- > Incidentally, the tubes activity obtained the NF 545 certification for "Heating and sanitary distribution network's for its tubes and connectors and has also renewed all previously obtained certifications.



## Satisfying every one of our customers

Customer satisfaction is a key objective for ACOME, which analyses its complaints rate in detail. In 2021, this rate was at an average of 2.4 per month (compared with 6 in 2019) for France, and 19.5 for the Group as a whole. The number of factory returns (PPM) from ACOME SA has declined sharply: from 50 in 2019 to 12 in 2021. This improvement brings ACOME closer to the "single digit ppm" (i.e. a rate of returns below 10 defective parts per million parts delivered), which is the target for the most demanding sectors, such as the automotive industry.

Certifications of ACOME factories worldwide



**FIRE TEST LABORATORY**

- **Cofrac accreditation: Fire test laboratory**  
ISO CEI 17025 version 2017  
Accreditation no. 1-1114. Scope available on [www.cofrac.fr](http://www.cofrac.fr)



**CERTIFIED MANAGEMENT SYSTEM**

- **Quality management**  
ISO 9001 version 2015  
IATF 16949 version 2016
- **Environmental management**  
ISO 14001 version 2015
- **Health and safety at work management**  
ISO 45001 (Paris, Mortain, Tangier and Wuhan)  
Safety Standard (Xintai)



**COMMITMENTS AND AWARDS**

- **UN Global Compact member since 2005**
- **ECOVADIS label**  
In 2022, ACOME was ranked among the top 4% of companies in the "Manufacture of cables and cabling devices" category.
- **PRS Green label**
- **CLIMATE PARANA label** (ACOME Do Brasil).
- **NORMANDIE FOREVER**  
Creation of a carbon capture fund for reforestation operations.
- **OEA-approved economic operator**  
ACOME obtained this internationally-recognised European quality label for customs and safety-security processes.

**Recognition of our CSR performance**

In 2021, ACOME regained Gold status, improving its overall score from 64/100 to 71/100 (just three points off the Platinum status, which is the goal for 2025). It is one of the top 1% of companies evaluated by EcoVadis in the "Manufacture of cables and cabling devices" sector of activity. This is encouraging for ACOME, which first opted to have its CSR performance evaluated by this independent organisation in 2016.

ACOME also achieved a good position in the Le Point-Statista classification, which ranks the top 250 most responsible companies in terms of environment, social initiatives and governance. From its 208<sup>th</sup> position in the first edition in 2020, ACOME has moved up to 113<sup>th</sup> place in the general ranking, and into the top 10 of the "Electronic equipment, electrical equipment and hardware" category.

## 90 years of SCOP and COoperative spirit

### 1932

ACOME - "Association coopérative d'ouvriers en matériel électrique" (*cooperative association of electrical equipment workers*) - was founded in Paris in 1932. As indicated by its acronym, ACOME was a SCOP, a cooperative and participatory company. This status, which makes it unique in many ways, has always been a driver of development. The year before it was created, the French decree of 1 October 1931 created a special regime to propose favourable conditions for SCOPs to access government and public authority contracts. The then CEO, Jules Beauque, made the most of this opportunity to go knocking on the doors of the ministry responsible for telecommunications, seeking contracts for his young company.

### 1941

From Paris to Normandy. At the end of the 1930s, ACOME acquired a small cotton mill in Mortain, in the Manche department. It moved all its activities there after its factory in Argenteuil was bombed, and Mortain became the flagship site of its development. Normandy would "for ever" remain its historic foundation.

### 1955

ACOME started a retirement fund for non-management personnel. This was later absorbed by the Agirc-Arrco funds.

### 1979

ACOME's international expansion was built in three stages: creation of an export department in 1979 for the telecommunication activity; after 1994, local commercial presence and industrial sites became the primary goal to remain competitive in its customers' markets. ACOME has opened sites in Brazil and Germany since 1998, in China, in Xintai since 1999 and in Wuhan since 2003, and in Italy since 2007. After 2013, around a dozen forward logistics sites were deployed to be closer to customers and boost service excellence. International development continued, due to knock-on effects, following local site openings (Morocco since 2015, Shanghai and UK since 2020). The first external acquisitions and partnerships (joint ventures) were also signed. 40 years later, generating half of its turnover on the international market, ACOME can be said to have pulled off the feat of consolidating its Normandy base while pursuing its international development.

### 2005

ACOME signed the United Nations Global Compact, in line with its humanist and cooperative values.

### 2011

Jacques de Heere was elected CEO of ACOME. In its 90 years, the company has had only five CEOs, another guarantee of a long-term vision. ACOME became an ambassador for the cooperative companies movement. The company is often cited as an example in the media and by public figures visiting the multi-factory site in Romagny, both for its technological prowess and its cooperative commitment.

### 2012

Initiated by ACOME's Board of Directors, a brand new programme for cooperative animation was implemented, starting in 2012: network of cooperative ambassadors, 3-stage cooperative induction resulting in the acquisition of a cooperative passport.

### 2015

ACOME continued to implement a solid social policy. ACOME Solidarité was created to help families with a dependent child suffering serious health problems, enabling other employees to donate unused holiday days.

### 2022

The original ambition -to share responsibilities and profits within the company- remains intact. This social and entrepreneurial ideal is preserved at the scale of the Group, supported by the same cooperative values.



## 90 years of disCOveries, innovation and achievements

### 1932

A simple spun cotton thread left over from the stocks of a uniform producing company was the origin of the ACOME adventure. It was stranded and used to make telephone cords. The development of telecommunication networks was under way!

### 1949

Polymers took over from textile fibres and ACOME invested in its first extruder. A leap into the unknown, after years of working with cotton, rayon, polished yarn, acetate. The first major activity transformation. And production of the first PVC insulated wires for the automotive industry.



### 1960

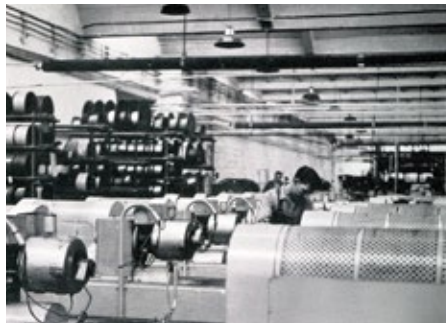
ORTF required car manufacturers to equip their vehicles with anti-interference devices: cars and transistors did not go well together. ACOME immediately responding by developing an American patent to obtain a resistance of 10,000 ohms/m... And 40% market share!

### 1976

ACOME, a pioneer in Europe, purchased its first industrial electron accelerator. This technology, which enables the reticulation of cable insulators, opened the way to a multitude of new applications. The research laboratory was also created this year.

### 1983

Creation of the first machines to manufacture optical fibres. The first research projects on polymer optical fibres were launched in 1986.



### 1993

ACOME was the first cable manufacturer to design and produce halogen-free wires and cables for cars.

### 2000

The fibre-drawing unit was created in 2000 with the construction of the Iris tower, making ACOME one of the three main European producers of optical fibre. This capital investment gave ACOME a prime position in France's ultra-fast broadband plan.

### 2015

Taking part in the earliest efforts of the automotive industry to transition towards electric and connected mobility, ACOME launched its first High Voltage (HV) cable ranges.

### 2022

Over the years, the cooperative has become an industrial leader in the cabling sector, with industrial and sales sites on four continents, producing highly technical products for the automotive and telecommunication markets. ACOME has equipped more than one third of the homes with an optical fibre connection under France's ultra-fast broadband plan (2013-2022).



# ACOME, CONNECTION MAKERS FOR 90 YEARS

## 90 years of eCOlogical commitments

### 1992

ACOME created an environment manager position, leading the way for other companies of its size.

### 1996

As a precursor in the 1990s, ACOME won the 1<sup>st</sup> regional price for the environment, awarded by Corinne Lepage, Minister for the Environment.

### 2000

ISO 14001 certification of the Romagny site laid down the foundations of a management system that has since been extended to all the Group's subsidiaries.

### 2006

ACOME launched its eco-design approach, producing its first life cycle analyses (LCA) as part of its new product development process. It was the first cable manufacturer to publish product environmental profiles (PEP), based on Inies (2007), and was one of the founding members of the PEP ecopassport<sup>®</sup> association in 2009.

### 2007

The expression "sustainable development" first appeared in 1987. By publishing its first sustainable development report, ACOME formed a bridge between its social purpose and its environmental impact, illustrating the full meaning of its people-centric vision of the economy.

### 2013

ACOME was one of the founding members of Normandie ForEver, an association that enables reforestation actions by proposing an original local CO<sub>2</sub> capture solution.



### 2016

ACOME had its CSR policy certified by the independent organisation Ecovadis, obtaining Gold status in its first year.



### 2022

In its strategic plan 2021-2025, ACOME stipulates that no projects may be implemented without demonstrating a "contribution to the global reduction of the environmental footprint and the sustainable development for its customers and itself."

## 90 years with you

# 1932

# 2022

ACOME is  
the unique story  
of a collective  
adventure.



### It is the story

of a small group of men and women that has become an international group employing almost 2,000 people, present on 4 continents, forming close relations with its customers. A Group that has preserved its social purpose and its humanist soul.

### It is the story

of men and women who strive to provide their customers with loyal service every day, while paying attention to the social and environmental impact of their actions.

### It is the story

of a company that makes its four values - Commitment, Excellence, Solidarity, Respect – a way of life and a style of management.

### It is the story

of a group that promotes its purpose with pride and humility: "As a responsible industrial player of reference, our mission is to propose sustainable solutions for network development. We strive to ensure the company's durability by supporting fundamental cooperative values" for the decades to come.



**ACOME's 1<sup>st</sup> site in Normandy**  
(Usine des Vallées, Mortain)  
sold to the community in 2021.



### Tomorrow's world is being defined today

Economic citizenship: the inspiring model of cooperatives for the economy of the future. More resilient than other companies, they rely on democratic governance, the redistribution of wealth, well-being at work and company citizenship.



52 rue du Montparnasse  
75014 Paris - France  
T. +33 1 42 79 14 00

[www.acome.com](http://www.acome.com)