



Making Your Life Better.



Every day, with our products, we make the lives of millions of people better.
And we probably do the same with yours, too.

Behind the comfort and efficiency of the places where you live, work, go to the supermarket
or take care of yourself, there's a vision of progress that orients our purpose.

Since 1932 we have our feet on the ground of our land, but we keep on exploring new worlds,
to take the values we believe in even further.



A long journey which started in 1932.

LOGBOOK

When we set off, **in 1932**, we had no idea we would come so far.

It was beyond the imaginings of the **nine pioneers** who founded a cooperative specialising in electrical and heating and hot water systems in Imola. These four metal roofing technicians, three plumbers and two electricians were called Armando Astorri, Nazzareno Bernardi, Giacomo Camaggi, Attilio Cicognani, Domenico Giacometti, Riccardo Galassi, Gustavo Mazzini, Giuseppe Rafuzi and Mario Silimbani.

Paying in a minimum membership quota of 100 lire, on 4 May 1932 they founded "**Cooperativa Elettricisti, Fontanieri, Lattonieri e Affini**". Since then, Cefla's long journey has continued uninterrupted, adapting its path to a world in transformation.

Step by step, we have reached out from Imola to the whole planet, becoming an **international company**. Always looking ahead, to our next goal, and choosing our route to improve people's lives.



Discovering needs, exploring solutions.

BENEFITS EXPLORER

What drives us to keep doing more is the determination to provide benefits for our consumers.

How is the society we live in evolving? What are people's new needs? What will we require in the future?

These are questions we try to answer on a daily basis. It is only by understanding what is happening around us that we can choose the right path. So dialoguing with those who benefit from what we do becomes a new challenge.

In this dialogue, we wish to play the role of "**Benefits Explorer**": using the skills we have acquired and our vocation for improvement, we aim to discover what people need, explore solutions that generate real advantages and, finally, deliver these benefits to the consumer.

All this is our goal. Which, as always, is also a new point of departure.



There is a bit of Cefla in everyone's lives.

ABOUT US

**Every day, with our products,
we make the lives of millions of people better.
And we probably do the same with yours, too.**

There is a bit of Cefla in your home, in the surfaces of the furniture you touch and the floors you walk on every day.

Cefla is in the places where you work, meet friends and have fun: our technological systems ensure the efficiency and comfort of large industrial and civil buildings.

Cefla is in the shops and supermarkets where you choose the things you need every day.

It is in the smile with which you open out to others, tended by the dentists who use our services.

It is in the desire to inhabit a more future-conscious planet, thanks to our LED lighting systems that optimise energy resources.

Our products have come a long way since our birth. And we know that, every time, they will cover a lot of ground: close to people.



**By catering for the consumer,
we create value for our customers.**

MISSION AND VISION

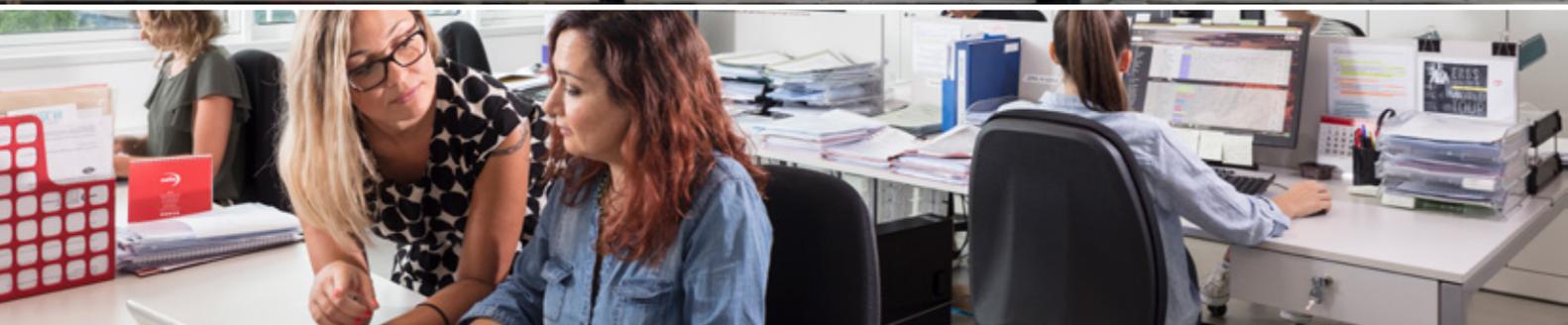
**From 9 workers we have grown to 1,800.
From local, our market has become global.**

What drives us to keep looking to the future is the determination always to provide benefits for consumers. We do not set a medium-long term target on the basis of a forecast result: we work ceaselessly, untiringly and systematically to create value. We pursue our Mission with the aim of continual improvement, through clearly defined values:

- **TOGETHER:** we have always believed in working together, which has been our manifesto for more than 85 years. We are convinced development is only possible by reconciling business and sustainability, quality of life and environmental protection.
- **CLOSELY LINKED TO THE TERRITORY:** for us, our bond to our origins and nearness to the markets where we operate are fundamentals.
- **PASSION:** people are our greatest asset: with passion and skill, they help to build our future every day.

The more accomplished we are at creating value for our consumers, the more wealth we will be able to generate for Cefla. The growth drivers that sustain our mission are internationalisation, digitalisation and servitisation. We operate on fast-changing, profoundly-evolving markets. To shape rather than just responding to these trends, it is crucial to grow the skills and generate the resources needed for the near future, where demand will be more and more focused on intangible products/services and digitalisation. The services offered together with the product become a central part of the offer, playing a fundamental role in our value proposition.

These principles, shared by all BUs, have guided us since 1932, and inspire our future.



A dynamic mindset, open to the world.



PEOPLE

**Our roots give us the strength to grow.
Our mentality fires our determination to be
leaders of change.**

At Cefla, we put a great deal of energy not only into everything we do, but also into everything we think. We cultivate a **dynamic mindset**, able to pick up the trajectories of change. A talent for learning new things, the courage to face challenges, and a constructive approach to problems, are the qualities that ensure we are future-ready.

We are continually on the look-out for human capital both capable of embracing the new with curiosity and eager to reprocess existing ideas, and equipped to face complex situations with a sense of responsibility, spirit of sacrifice and determination. We promote diversity and inclusion and encourage sharing and information at all levels, as well as cooperation for the achievement of the company's goals.

We know that in today's world, change is the only constant.
The role of individuals and the group will always be the driver of our growth.



Our **Leadership Model** focuses on people management and helps us to define development plans based on the needs of change.
Continuous Learning, at the top of our model, is what inspires us in the constant creation of value.



We understand needs
and share discoveries.

INNOVATION

A story dedicated to excellence is fuelled by staying competitive.

Over the years, we have **registered hundreds of patents**. We have moved into new business sectors and adopted original technologies. We have developed solutions beneficial for all and more efficient, faster, more productive working methods: we are never satisfied with the processes achieved, constantly imagining the next step.

Behind the comfort and efficiency of the places where people live, work, consume or take care of themselves, there's a vision of progress that orients our purpose.

In view of a **VUCA** (Volatile, Uncertain, Complex, Ambiguous) **context** of rapid, constant transformation, we are ready to respond to external inputs and work day by day to grow and expand a culture able to adapt and prosper in different conditions.

We train our people to interpret the latest macro trends, linked to the world of technology, digitalisation and socio-demographic and cultural changes.

The global knowledge economy needs innovation to be not just a competence but an integral part of the business culture.

Our culture of innovation identifies people's unstated or unsatisfied needs in order to create value over time through solutions that make their lives better every day.



**Different Business Units
for infinite opportunities.**

BUSINESS UNITS

**We are a multibusiness group,
with a variety of core markets, but with the
same shared identity behind every face.**

Cefla is an industrial group with operations in various manufacturing areas. Each one of them has a dedicated Business Unit: **ENGINEERING | FINISHING | MEDICAL EQUIPMENT | LIGHTING.**

The Business Units have their own specific histories, products and processes, but they share the same mission: to understand in advance what type of innovation will benefit the consumer, produce it fast and make it available to customers.

Four Business Units, infinite opportunities and one great passion: discovering something new together.

 **ENHANCEMENT:** an increase or improvement in quality, value, or extent.

This is Cefla's One-Word Equity: all the Business Units' assets in just one word. It is the mechanism through which each Business Unit tangibly or intangibly delivers value to the market, through its products, services and technologies.



ENGINEERING BUSINESS UNIT

Technologies to **enhance** your wellbeing.

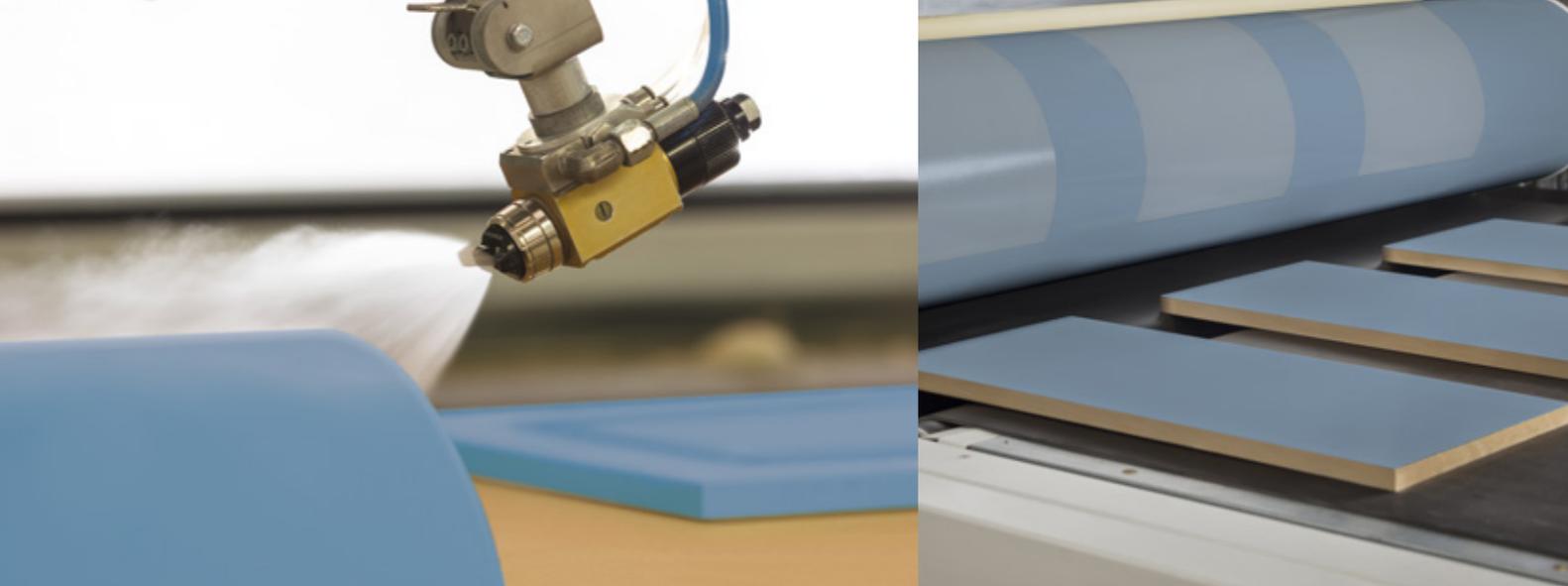
Through its Engineering Business Unit, Cefla has been working for almost 90 years to design, build and manage **technological systems** in the industrial, construction and energy sector, improving the quality and comfort of the places where people live, work and spend their leisure time.

The Engineering BU organisation offers an integrated service including feasibility studies and basic design, engineering and technological design, and plant construction and maintenance. One fast-growing sector today is **Global Service**, involving the outsourced operation, maintenance and facility management of industrial and office complexes, infrastructures and buildings of historic and artistic importance, as well as the contract sector.

Once the plant has been built, the computerisation and digitalisation of services are increasingly central to process management and relations with the customer, giving him full control of every variable.

In use on major projects and in locations of international prestige such as Teatro alla Scala, EXPO 2015, the Porta Nuova complex and the Torre Allianz in Milan, the Galleria degli Uffizi in Florence and the M9, Museo del Novecento in Mestre, our technologies aim to create solutions that improve people's quality of life and help to protect the environment.

The Engineering BU has also been involved in the **energy industry** for almost forty years, building cogeneration and trigeneration, heat recycling and gas flow scrubbing plants, as well as the large district heating plants that supply heat and light to hundreds of thousands of people.



FINISHING BUSINESS UNIT

Surface **enhancement** technology leader.

Cefla Finishing makes life easier, more comfortable and more enjoyable for millions of people. We do this via innovative technologies for improving the look, comfort and functionality of countless products used in day-to-day life.

For almost 70 years the BU has been **world leader in the design and production of industrial solutions for the painting, decoration, digital printing and facing of panels and profiles in wood and wood derivatives, surfaces in glass, plastic, fibre cement and composite materials.** From the simplest machine to the most complex finishing line, the BU offers a vast range of systems designed to satisfy the productivity and efficiency needs of different industrial sectors, including **furniture and construction, automotive and aerospace.**

By combining a vocation for excellence, a focus on competitiveness and respect for the environment, the Finishing Business Unit applies its knowledge to different contexts, offering integrated solutions tailored to companies' goals. As well as constant, responsive dialogue, nearness to customers is also ensured by a complete worldwide network and production **plants in Italy, Germany, the United States and China.**

Lengthy experience in finishing, the many patents held and the ongoing digitalisation process - to exploit the benefits of Industry 4.0 - all help to offer customers unique opportunities for projecting their business into the future, and provide final consumers with tangible benefits to be enjoyed every day.



MEDICAL EQUIPMENT BUSINESS UNIT

Clinical devices and technologies
to **enhance** your professional skills.

The Medical Equipment Business Unit supports professionals through all clinical phases of their work, with an offering comprising dental units, 2D and 3D intraoral and extraoral digital X-ray machines, diagnostic and image processing software, dynamic instrumentation, sterilisation systems and implantology and oral surgery medical devices.

We are a global partner for dentists and radiologists wishing to grow professionally by offering patients safety and health through the best treatment and prevention standards. Our core guidelines are respect for individuals, efficiency and value creation for clients. This is achieved by working internationally, delivering technical support close to the user, building distribution partnerships on the ground and developing new markets.

Through the **Anthos, Castellini, Stern Weber, MyRay, NewTom, Mocom** and **BioSAFin** brands, we design and build a wide range of equipment and systems, and aim to be the best medical device producers in the segments where we operate.

Aware of the crucial role of product reliability, we focus on functionality, ergonomics and versatility to assist dentists' professional growth.



LIGHTING BUSINESS UNIT

Enhancing the way you illuminate.

The Lighting Business Unit, with the C-LED and Lucifero's brands, is dedicated to the design and manufacture of LED-powered products, innovative services exploiting unique smart technologies, and lighting solutions for architecture and horticulture. The BU is a melting-pot of state-of-the-art ideas, techniques and products, which start from the end user's comfort and aim to create lasting value for customers and partners.

C-LED | With hi-tech lighting know-how built up over the years, today C-LED offers **smart lighting** technologies, designs and produces LED modules and wireless connectivity solutions for its main markets: residential, retail, industrial, outdoor and horticulture. Key innovations include the production of lights for growing plants in green-houses or in vertical farming systems: by studying the effect of light intensity and colour on plants' growth, C-LED has developed high technology lights ideal for any type of crop, in the various contexts.

Lucifero's | Leader in high-quality, Italian-made **architectural lighting**, Lucifero's has been designing systems that attractively integrate the light fitting with the architecture in terms of both form and material for over 40 years. This background supports intensive research into state-of-the-art lighting solutions, as well as materials and finishes to delight the interior designers' creativity. With a wide range of solutions - extruded aluminium rails, systems for integration in suspended ceilings, projectors, matching units, concealed built-in units, and outdoor products - today Lucifero's operates worldwide and its products are selected for the most widely varying projects: public venues and retail stores, contract projects, universities, shopping centres, office developments, museums and private homes.



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Via Selice Provinciale, 23/a
40026 - Imola (BO) Italy
Tel. +39 0542 653111
cefla.com



ENGINEERING | FINISHING | MEDICAL EQUIPMENT | LIGHTING