



Investor Presentation

2017 Consolidated results

Cembre at a Glance

- 🕒 Cembre is Europe's leading manufacturer of electrical crimp type connectors and related installation tools;
- 🕒 The Group has grown its revenues by a **CAGR of 5.5%** in the last 17 years (2001-2017), from €56 mn in 2001 to €132.6 mn in 2017;
- 🕒 It is a dividend-payer with a 17 years **average dividend payout ratio of 47.8%**, and an **average dividend yield of 3.6%** (2001-2017);
- 🕒 In 2017, the Group invested **€12.8 mn**; the total amount of investments made by the company in the last five years (2012-2017) is **€44.2 mn**; at December 31, 2016 investments amounted to **€7.6 mn**;
- 🕒 The product mix (a total of more than **15k** end products sold during 2017) is offered to around **8k** single clients around the world, with 10-biggest clients' purchases corresponding to **c.18%** of the consolidated turnover.

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Management team

Giovanni Rosani

Chief Executive Officer (CEO)

Aldo Bottini Bongrani

Sales and Marketing Director

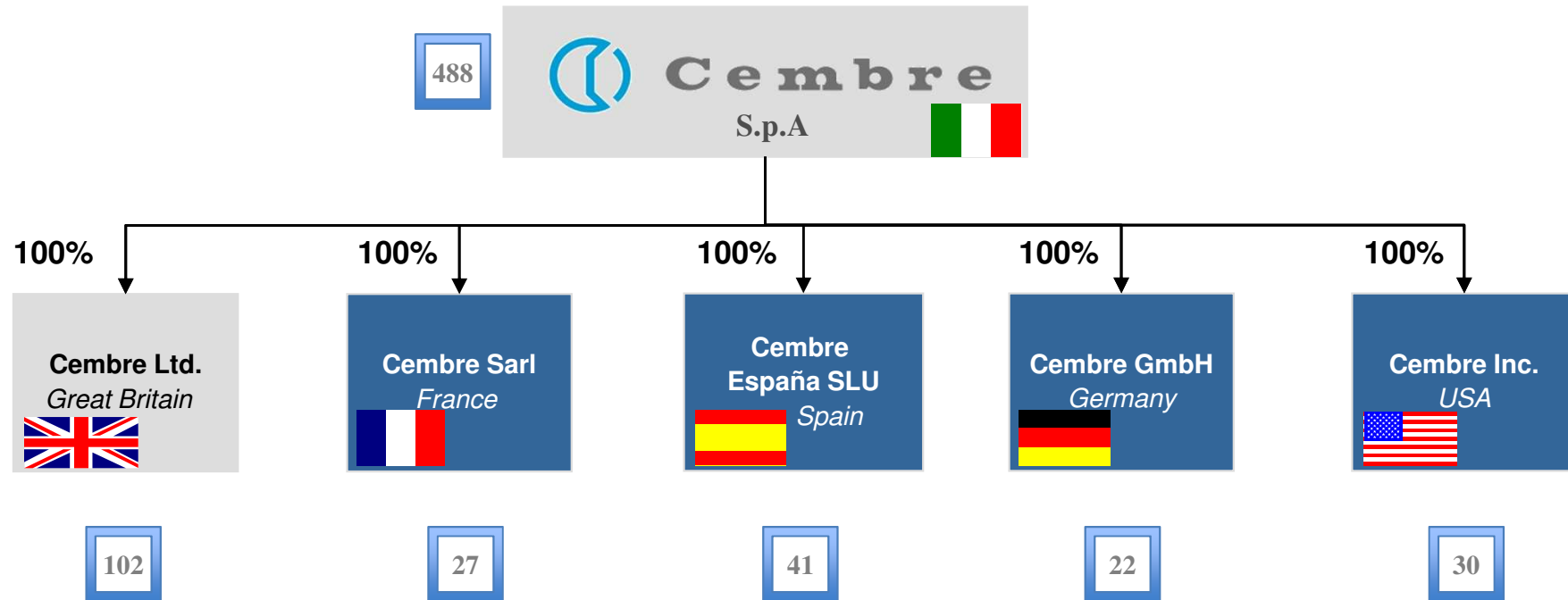
Claudio Bornati



Chief Financial Officer (CFO)

OUR MISSION

Cembre cooperates with the users of its products to find *the best technical and economical solutions* related to electrical connection applications.

Group Structure



-  Production and commercial units
-  Commercial units
-  Number of employees at December 31, 2017

Business Overview

Cembre is Europe's leading manufacturer of electrical crimp type connectors and related installation tools.

Electrical Connectors



Tools



Railway Products



Identification Systems



Cable Glands, Accessories and



Made in Brescia...

Cembre, established in 1969, manufactures its products in its state-of-art production facility located in Brescia. The facility covers an area of 51,000 m² on a total land area of 121,000 m².



... and U.K.

In addition, Cembre has a production facility in the UK which operates on a 8,800 m² land. This plant in Birmingham manufactures mainly for the local market. The sales generated in the UK are 13% of the 2017 consolidated turnover.



Cembre Ltd.
Factory in Curdworth Birmingham (UK)

An Integrated Business Partner...

The Group employs 710 employees worldwide.



24

415

198

73

Cembre has extensive know-how in its operating field, and its strong R&D team allows it to respond quickly to market demands.

Sharp focus on customer needs and the efficient international sales network (100 salesmen) are significant competitive advantages for Cembre.

Very Strong in Europe...

Cembre is present all over the Italian territory through a network of salesmen and representatives who are able to offer fast and constant technical assistance.

Abroad, it operates through 4 subsidiaries in Europe (UK, France, Spain, Germany) and 1 in the USA.

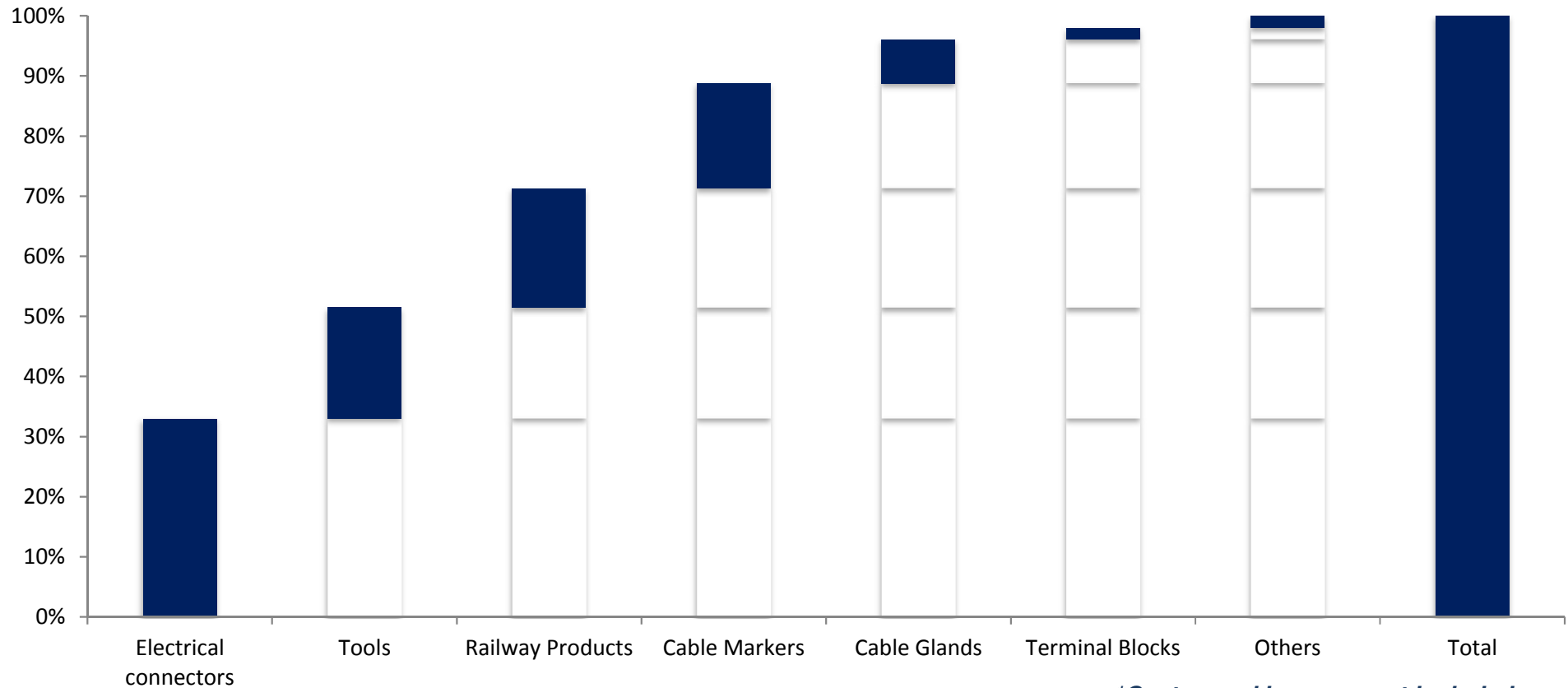


Present All Around the World...

Cembre has a network of importers and agents who provide technical and commercial assistance and rapid delivery all around the world...



Revenues* breakdown by Product Family (€ '000)



**Customers' bonuses not included*

2017	45,562	25,540	27,474	24,115	10,092	2,639	2,789	138,211
	33.0%	18.5%	19.9%	17.4%	7.3%	1.9%	2.0%	100%
2016	42,892	25,374	24,743	19,958	8,976	2,479	2,165	126,587
	33.9%	20.0%	19.5%	15.8%	7.1%	2.0%	1.7%	100%
Change	6.2%	0.7%	11.0%	20.8%	12.4%	6.5%	28.8%	9.2%

Geographical Revenue Breakdown

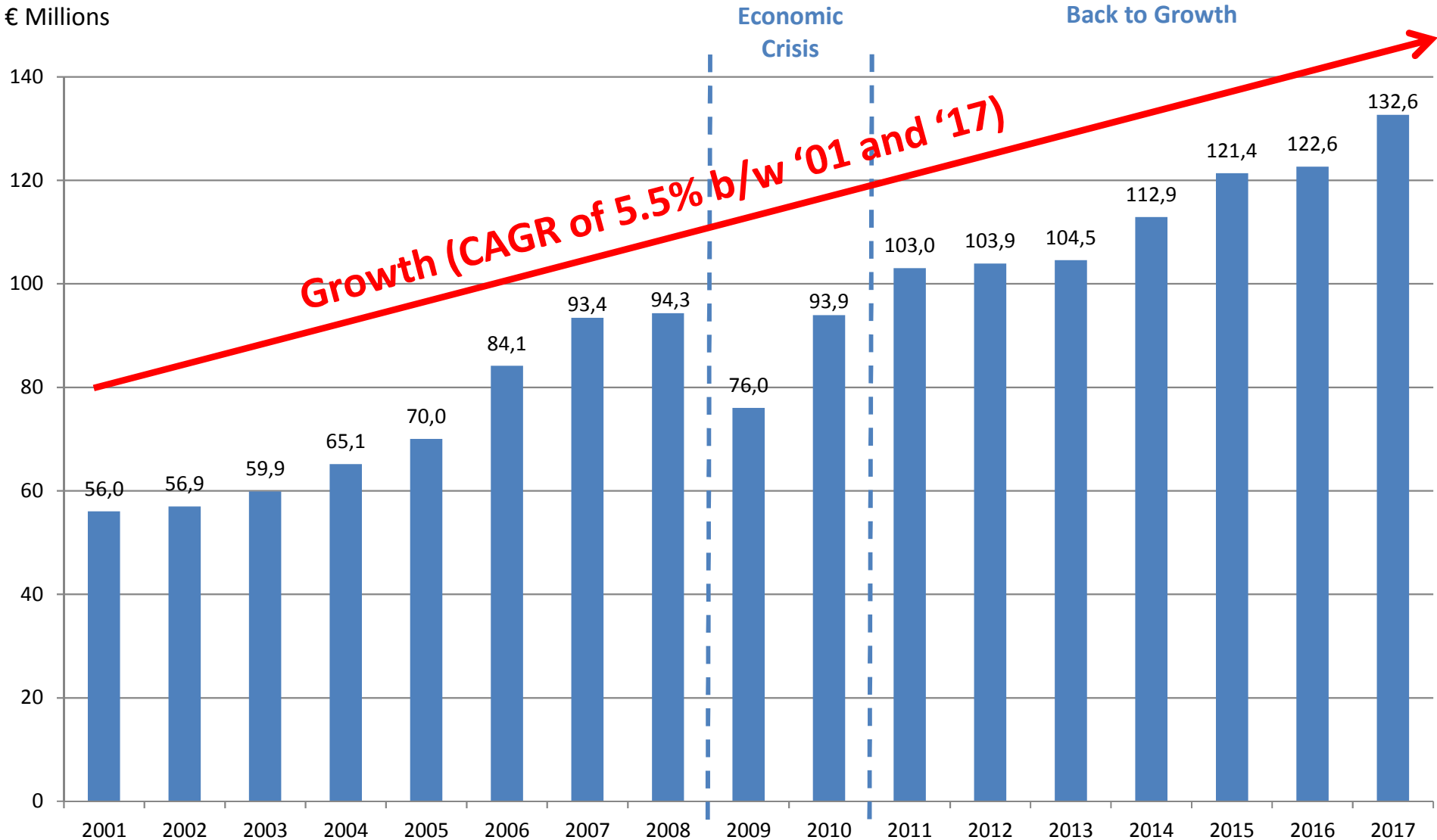
Italy	2017	2016	Δ
Sales	55.6 mn	49.0 mn	13.4%
% in total	41.9%	40.0%	1.9 pp

Europe (ex-IT)	2017	2016	Δ
Sales	54.3 mn	51.5 mn	5.4%
% in total	41.0%	42.0%	-1.0 pp

Rest of the World	2017	2016	Δ
Sales	22.7 mn	22.1 mn	3.1%
% in total	17.1%	18.0%	-0.9 pp

17-Year Revenue Evolution

€ Millions



A Wide Product-Mix

In order to maintain its leading position and increase the penetration of market, Cembre had sensibly enlarged the range of products offered through:

- **Research activities** mainly focused on the development of innovative products for the sectors with the highest growth potential (rail transportation, civil and industrial plant engineering),
- **Improvement and update of existing products** to get them easier to use and more efficient in their performances,
- **Introduction of complementary products** (e.g. cable markers).

Electrical Connectors: 6.2% increase in Sales



Electrical Connectors:	2017	2016	Δ
Total Sales	45.6 € mn	42.9 € mn	6.2%
Sales in Italy (% share)	22.5 € mn (16.2%)	20.7 € mn (16.3%)	8.6%
Sales in Europe ex-IT (% share)	19.3 € mn (13.9%)	18.3 € mn (14.5%)	5.1%
Sales in RoW (% share)	3.8 € mn (2.8%)	3.9 € mn (3.1%)	-1.0%

Characteristics:

- high and safe performance guaranteed by effective Quality Control during production process
- high level automation of manufacturing process and consequent costs reduction
- quick adaptation of products to clients' needs, thanks to its high flexible productivity

Tools:

0.7% increase in Sales



Tools:	2017	2016	Δ
Total Sales	25.5 € mn	25.4 € mn	0.7%
Sales in Italy (% share)	6.8 € mn (4.9%)	5.9 € mn (4.6%)	15.1%
Sales in Europe ex-IT (% share)	10.2 € mn (7.4%)	9.7 € mn (7.6%)	6.0%
Sales in RoW (% share)	8.5 € mn (6.2%)	9.8 € mn (7.8%)	-13.2%

Characteristics:

- quick installation of connectors thanks to tools used for compressing and cutting the conductors
- wide products range: mechanical, pneumatic, hydraulic and battery operated tools

Development of new products in last years:

- B15-B54 battery operated “in line” hand-tools
- hydraulic battery operated pump already marketed in Italy and Europe
- the new generation of battery tools is intended to progressively substitute the traditional ones, as they are more appreciated thanks to the elimination of physical endeavour

Railway Products: 11.0% increase in Sales



Railway Products:	2017	2016	Δ
Total Sales	27.5 € mn	24.7 € mn	11.0%
Sales in Italy (% share)	2.7 € mn (2.0%)	1.9 € mn (1.5%)	44.9%
Sales in Europe ex-IT (% share)	16.7 € mn (12.1%)	16.1 € mn (12.7%)	4.0%
Sales in RoW (% share)	8.0 € mn (5.8%)	6.8 € mn (5.4%)	18.4%

Characteristics:

- high quality products
- constant R&D activities
- high potential growth

Development of new products:

- Nut Runner - NR-11P
- Battery drill

Both the products are very competitive on the market since they offer superior flexibility, lightness and velocity against alternative products



Cable Markers: 20.8% increase in Sales



Cable Markers:	2017	2016	Δ
Total Sales	24.1 € mn	20.0 € mn	20.8%
Sales in Italy (% share)	15.4 € mn (11.2%)	12.8 € mn (10.1%)	20.6%
Sales in Europe ex-IT (% share)	7.0 € mn (5.1%)	6.1 € mn (4.8%)	15.9%
Sales in RoW (% share)	1.7 € mn (1.2%)	1.1 € mn (0.9%)	51.1%

With the introduction of these new products Cembre:

- further enriched its offer with thousand of new articles (electrical equipment wholesalers prefer supplier with a wide catalogue)
- strengthened its competitive position in Italy and created big opportunities to enter the European markets
- entered a market, worth of Euro 25 million considering only Italy
- improved the production structure

Development and production, in Brescia (Italy), of thermal printer MG3

Cable Glands:

12.4% increase in Sales



Cable Glands:	2017	2016	Δ
Total Sales	10.1 € mn	9.0 € mn	12.4%
Sales in Italy (% share)	8.6 € mn (6.2%)	7.5 € mn (6.0%)	13.9%
Sales in Europe ex-IT (% share)	1.3 € mn (0.9%)	1.2 € mn (0.9%)	9.7%
Sales in RoW (% share)	0.2 € mn (0.2%)	0.3 € mn (0.2%)	-17.1%



Terminal Blocks:	2017	2016	Δ
Total Sales	2.6 € mn	2.5 € mn	6.5%
Sales in Italy (% share)	2.4 € mn (1.7%)	2.2 € mn (1.7%)	10.0%
Sales in Europe ex-IT (% share)	0.2 € mn (0.2%)	0.3 € mn (0.2%)	-20.1%

2017 Consolidated Results

Euro Millions	2017	2016	Changes %	2015
Sales	132.6	122.6	8.2%	121.4
EBITDA <i>In % of sales</i>	33.4 <i>25.2%</i>	30.0 <i>24.5%</i>	11.4%	28.5 <i>23.5%</i>
EBIT <i>In % of sales</i>	27.0 <i>20.4%</i>	24.1 <i>19.7%</i>	12.2%	22.8 <i>18.8%</i>
EBT <i>In % of sales</i>	26.6 <i>20.0%</i>	24.1 <i>19.6%</i>	10.5%	22.9 <i>18.8%</i>
Net Profit <i>In % of Sales</i>	22.7 <i>17.1%</i>	16.9 <i>13.8%</i>	34.3%	15.9 <i>13.1%</i>
Tax rate %	14.5%*	29.6%		30.4%

*Tax rate is influenced by benefit from the application of Patent Box regime (tax rate without benefit: 29.2%)

Group's Companies Turnover* for year 2017

Company (Euro thousands)	2017	2016	Changes %	2015
Cembre S.p.A. (Italy)	74,966	67,134	11.7%	65,725
Cembre Ltd. (UK)	17,468	18,143	-3.7%	19,710
Cembre S.a.r.l. (France)	9,502	8,976	5.9%	8,677
Cembre España S.L. (Spain)	9,549	7,979	19.7%	8,200
Cembre GmbH (Germany)	8,217	7,866	4.5%	7,775
Cembre Inc. (US)	12,935	12,484	3.6%	10,210
Cembre AS (Norway)**	-	23	n.a.	1,080
Cembre Group	132,637	122,605	8.2%	121,377

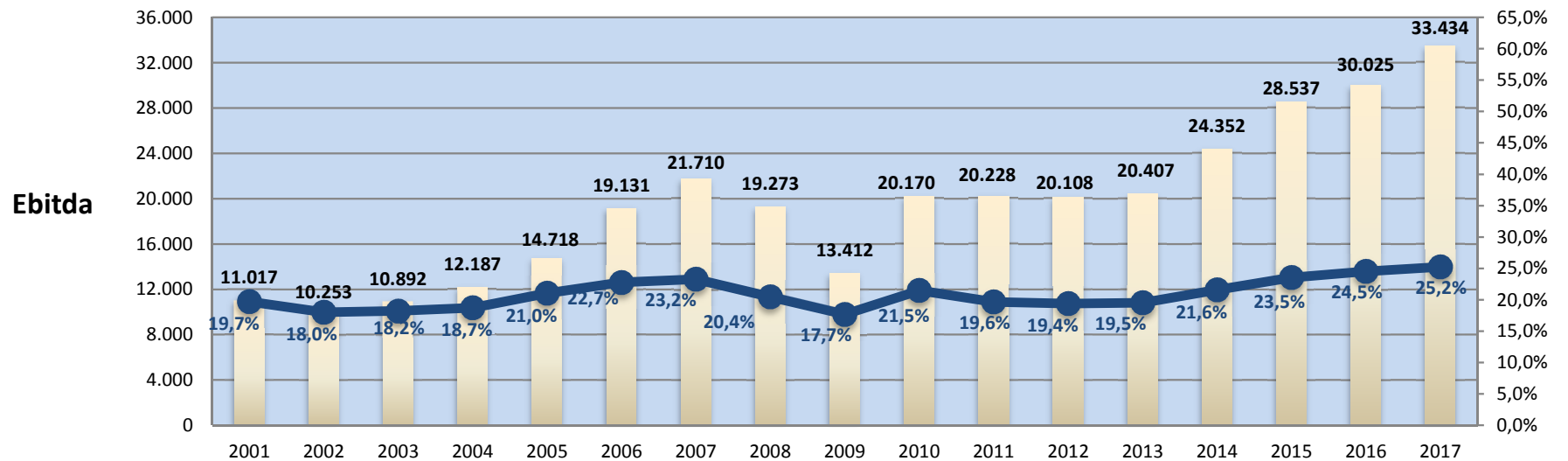
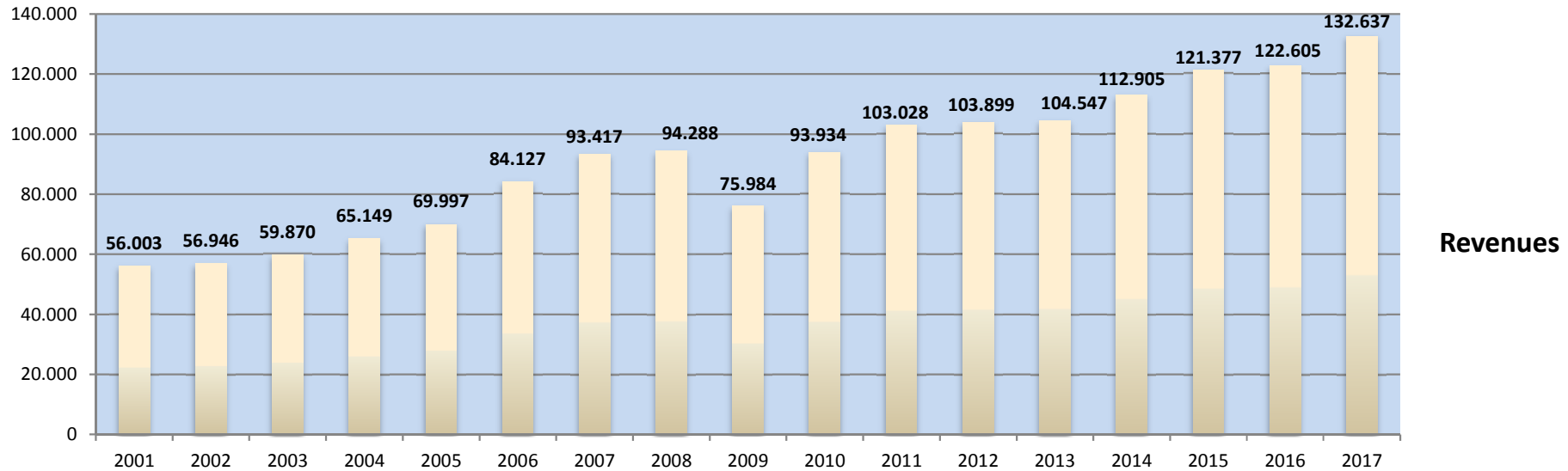
* net of intragroup sales

** company liquidated in December 2016

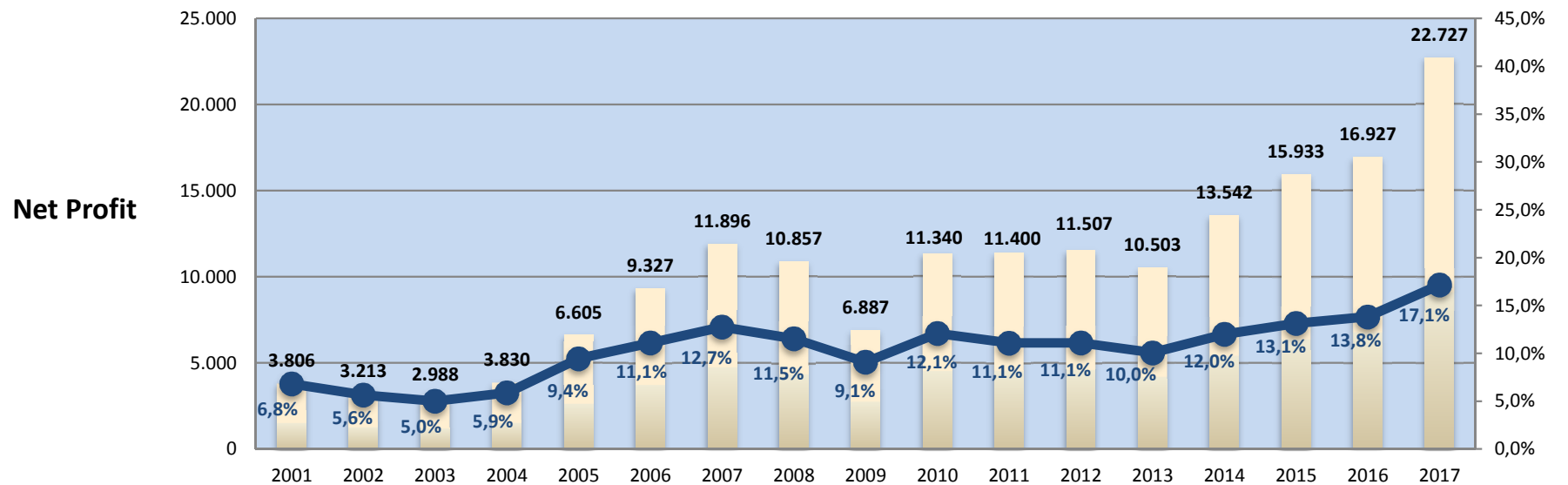
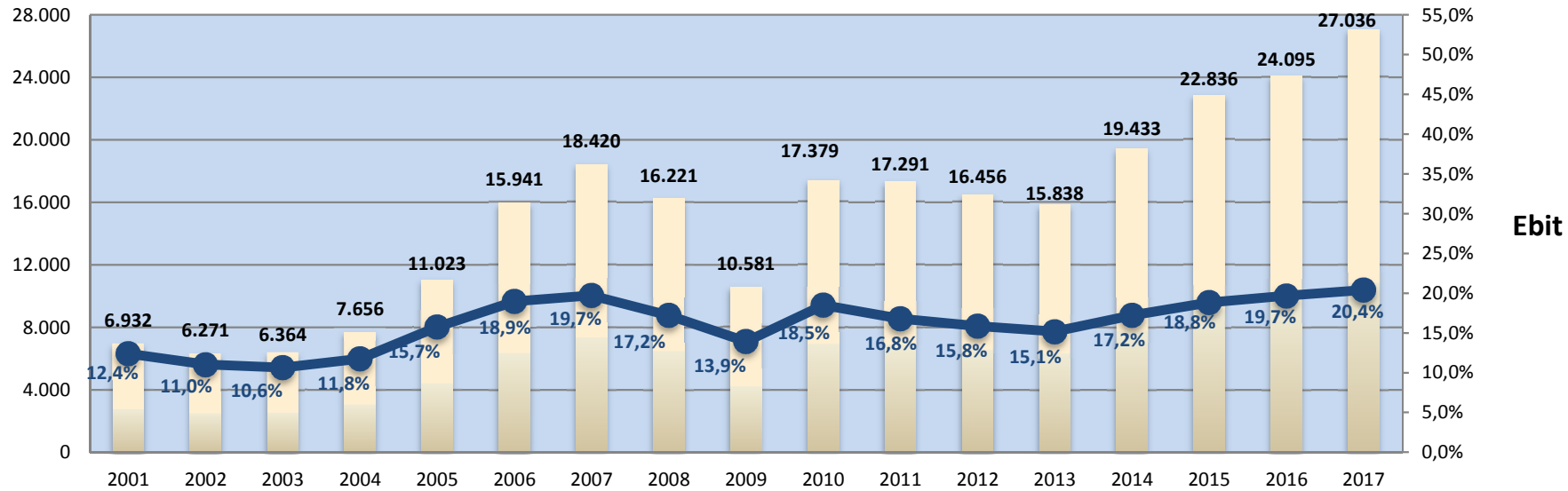
December 31, 2017 Consolidated Balance Sheet

	Euro Millions	Dec. 31, 2017	Dec. 31, 2016	Dec. 31, 2015
<i>a</i>	Net operating working capital <i>% of sales</i>	50.6 <i>38.1%</i>	44.2 <i>36.0%</i>	47.6 <i>39.2%</i>
<i>b</i>	Net fixed assets	77.4	71.8	71.0
<i>c</i>	Assets available for sales	-	-	-
<i>d</i>	Severance indemnities	2.7	2.6	2.6
<i>e</i>	Provisions for risks and charges	0.4	0.4	0.4
<i>F</i>	Deferred taxes	2.0	2.0	2.2
	Net invested capital (a+b+c-d-e-f)	122.9	111.0	113.4
<i>g</i>	Equity	143.1	137.7	131.2
<i>H</i>	Net financial position	(20.2)	(26.7)	(17.8)
	Total sources (g+h)	122.9	111.0	113.4

Cembre's Revenue and Profitability Trend (€ '000)

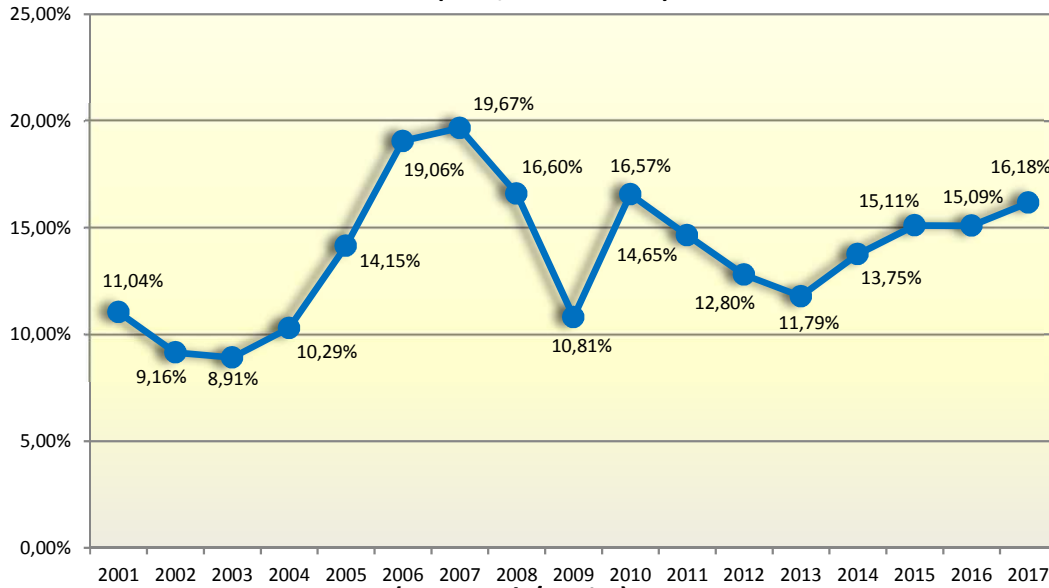


Cembre's Revenue and Profitability Trend (€ '000)

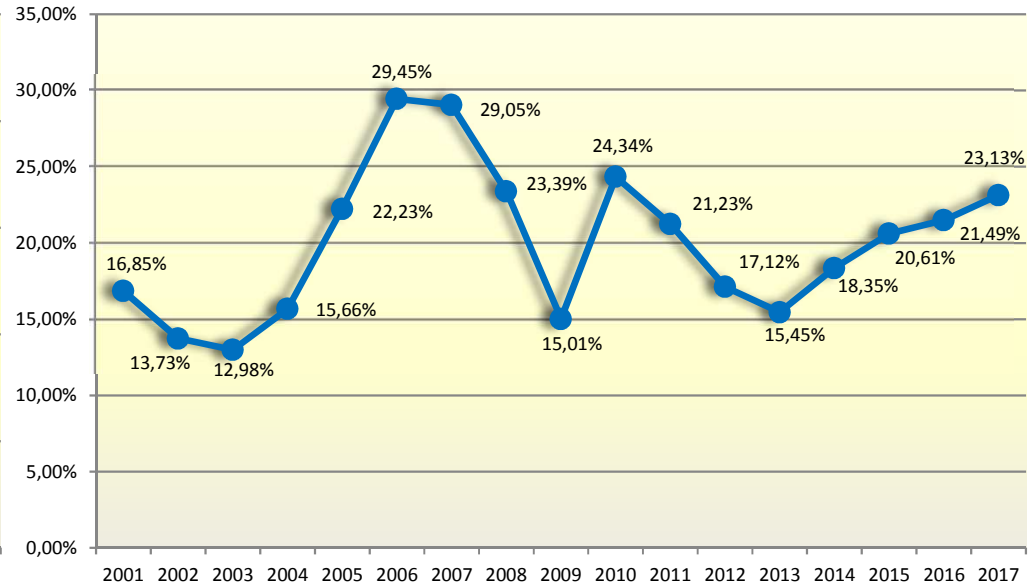


Index analysis

ROI (EBIT/Investments)



ROACE (EBIT/Net Capital Employed)



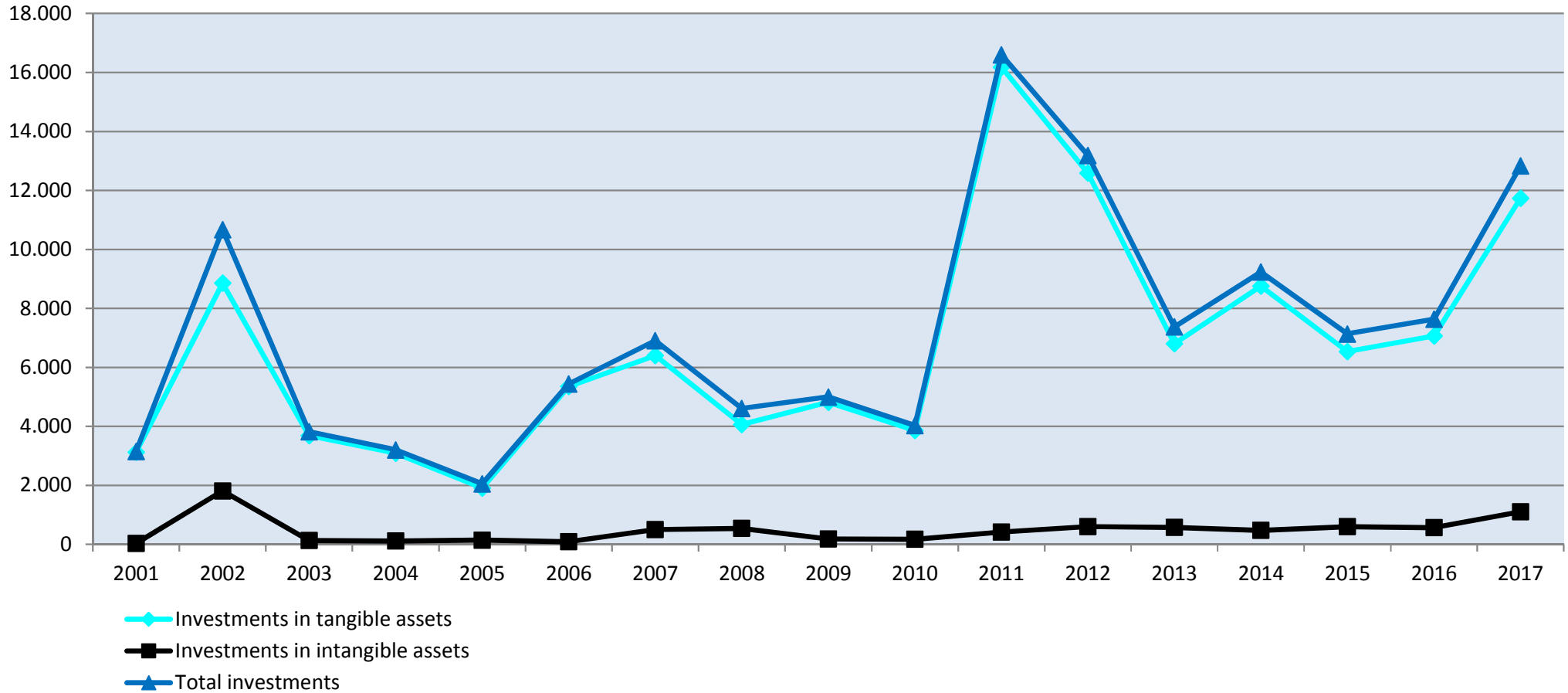
ROE (Net Result/Equity)



ROS (EBIT/Net Sales)



Investments trend



€ '000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Investments in tangible assets	3,121	8,858	3,687	3,092	1,910	5,353	6,404	4,064	4,815	3,863	16,183	12,591	6,802	8,759	6,534	7,064	11,732
Investments in intangible assets	28	1,812	130	112	142	87	500	544	182	169	418	597	573	477	601	569	1,101
Total investments	3,149	10,670	3,817	3,204	2,052	5,440	6,904	4,608	4,997	4,032	16,601	13,188	7,375	9,236	7,135	7,633	12,833

2018 and onwards...

Cembre focused on these targets:

Increase of turnover thanks to:

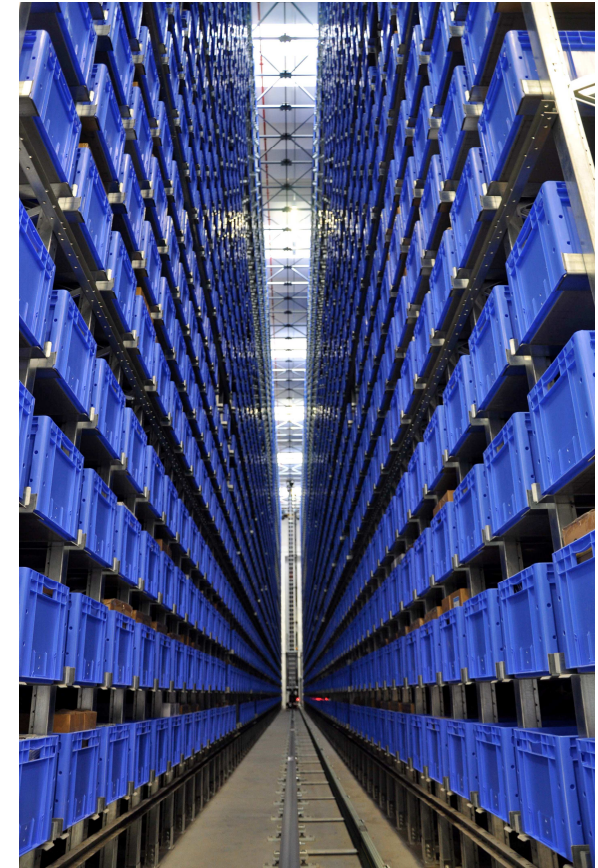
- A strengthening of Cembre competitive advantage by developing new products and continuous product range renewing by an intense R&D activity,
- A new product line for plumbing sector;
- An higher penetration in the foreign markets, especially in the US,
- A commercial commitment focus on high growing potential products.

Cost management by a better operative efficiency obtained from economies of scale and process innovations;

Enforcing the manufacturing structure by investing in high-tech, highly-automated machinery:

- The purchase of the 13,500 m² industrial area next to its plant (dec – 2011), by investing €9.7 mn (Brescia plant and offices today cover a floor-space of 51,000 m² while the total plant area reached 121,000 m²), this area will be dedicated to production enforcement.

2018 and onwards...



- The construction of a new 4,800 m² industrial building which is the new logistic center. This center include an automated warehouse with 16-metre-high shelves. The construction started in March 2012, and the new automatic warehouse is operative since January 2013. This warehouse is 3 time more efficient, and has a 50% increase in end-product capacity warehousing.

Stock Data & Shareholding Structure



Shareholders:	Share:
LYSNE Spa	55.92%
Sara Rosani	8.65%
Giovanni Rosani	8.53%
Anna Maria Onofri	0.71%
Altri	26.19%

Cembre has been listed since December 1997, and is a part of the Star Index since September 2001.

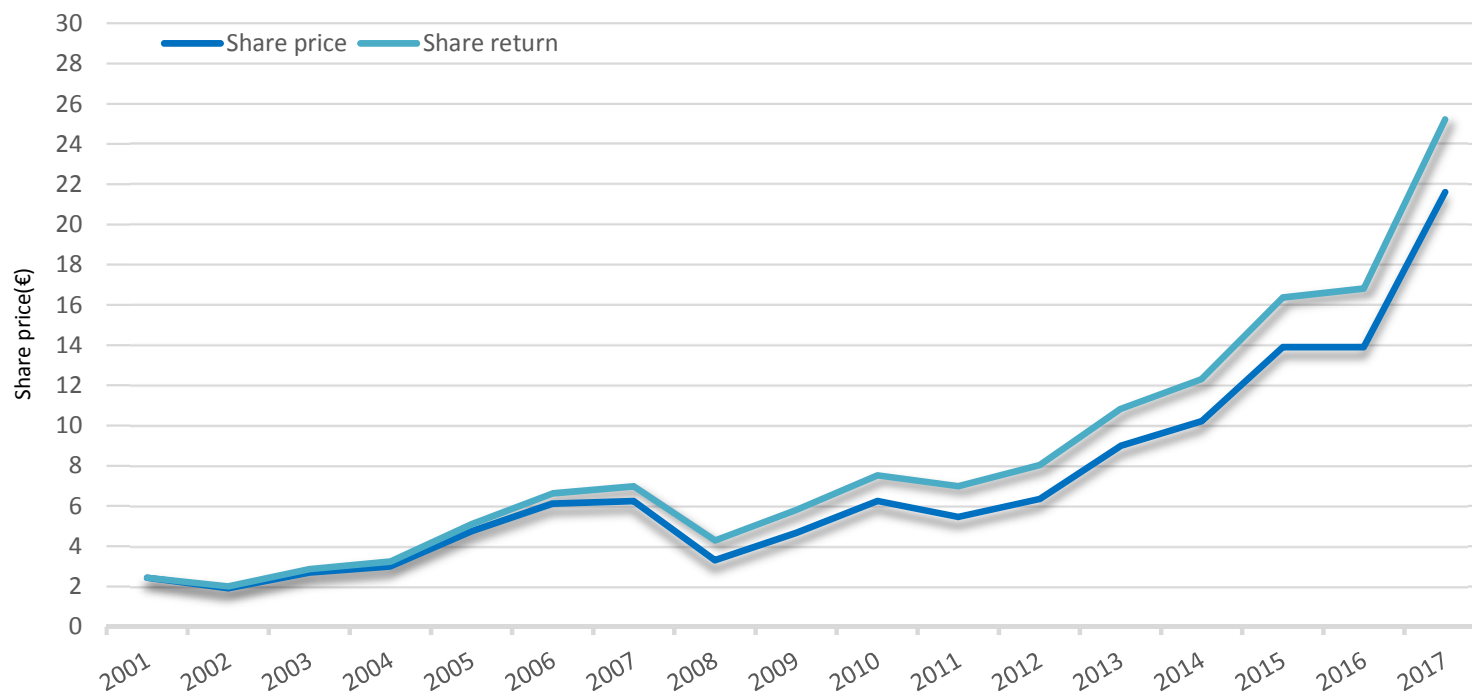
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Dividend per share (€)	0.10	0.08	0.07	0.10	0.15	0.22	0.26	0.16	0.12	0.26	0.16	0.16	0.26	0.36	0.46	0.70	0.80 ³
Payout Ratio ¹	44%	42%	41%	41%	39%	40%	37%	25%	30%	39%	24%	24%	42%	45%	49%	70%	59%
Dividend Yield ²	4.1%	4.4%	2.9%	3.3%	3.2%	3.6%	4.2%	4.8%	2.6%	4.2%	2.9%	2.5%	2.9%	3.5%	3.3%	5.0%	3.7%

¹ Using consolidated profit

² Using the year-end share price

³ Proposed to Shareholders' Meeting

Share price evolution



Total return
2001-2017
+15.8%
CAGR

Performance
2001-2017
+14.7%
CAGR

Total Return is the average 'Share return' growth in the period
Performance is the average 'Share price' growth in the period

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
A) Share price*	2.42	1.90	2.68	2.99	4.75	6.12	6.25	3.30	4.66	6.25	5.45	6.34	8.99	10.21	13.90	13.90	21,60
Change in share price		-21.5%	41.1%	11.6%	58.9%	28.8%	2.1%	-47.2%	41.2%	34.1%	-12.8%	16.3%	41.8%	13.6%	36.1%	0.0%	55,4%
Received dividend		0.10	0.08	0.07	0.10	0.15	0.22	0.26	0.16	0.12	0.26	0.16	0.16	0.26	0.36	0.46	0,70
B) Accrued received dividends		0.10	0.18	0.25	0.35	0.50	0.72	0.98	1.14	1.26	1.52	1.68	1.84	2.10	2.46	2.92	3,62
Share return (A+B)	2.42	2.00	2.86	3.24	5.10	6.62	6.97	4.28	5.80	7.51	6.97	8.02	10.83	12.31	16.36	16.82	25,22
Price quota	100.0%	95.0%	93.7%	92.3%	93.1%	92.4%	89.7%	77.1%	80.3%	83.2%	78.2%	79.1%	83.0%	82.9%	85.0%	82.6%	85,6%
Dividend quota	0.0%	5.0%	6.3%	7.7%	6.9%	7.6%	10.3%	22.9%	19.7%	16.8%	21.8%	20.9%	17.0%	17.1%	15.0%	17.4%	14,4%



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The manager responsible for preparing the Company's financial reports, Claudio Bornati, declares, pursuant to paragraph 2 of Article 154 bis of the Consolidated Law on Finance, that the accounting information contained in this presentation corresponds to the document results, books and accounting records.