



CEMBRE

Investor presentation

Results of the First Nine Months of 2023

- CEMBRE at a glance
- Group management team
- Main product lines & applications
- Results of the First Nine Months of 2023
- Stock data & shareholding structure
- Contact

- 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 6.5%** in the last 20 years (2003-2022), from 59.9 M€ in 2003 to 198.8 M€ in 2022. In the last 5 years the Group has grown by a **CAGR of 8.4%** (2018-2022).
- It is a dividend payer with a 20 years average dividend **payout ratio of 48.6%**, and an **average dividend yield of 3.7%** (2003-2022). The average dividend yield in the last 5 years has been of **4.1%** (2018-2022).
- In 2022, the Group invested **12.3 M€**; the total amount of investments made by the company in the last five years (2018-2022) is **59.4 M€**; at December 31, 2021 investments amounted to **9.0 M€**.
- The product mix (a total of more than 18K end products sold during 2022) is offered to around 5K single clients around the world, with 10-biggest clients' purchases corresponding to **c.20.3% of the consolidated turnover**.

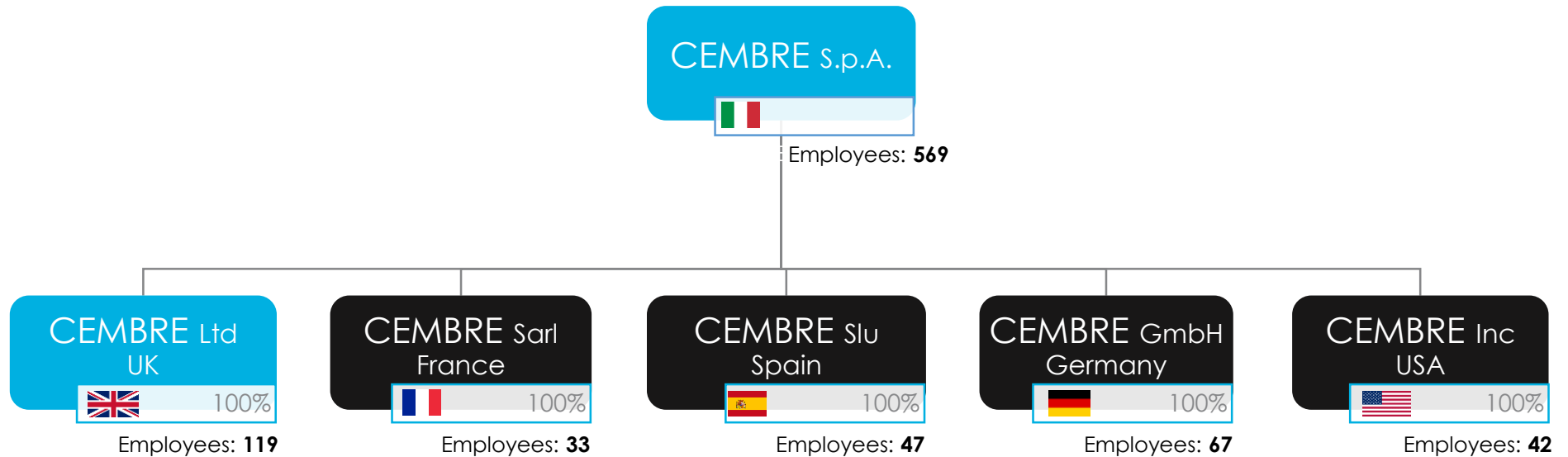
CEMBRE cooperates with the users of its products to search the **best technical and economical solutions** related to **electrical connection applications**

- **Giovanni Rosani**
Chief Executive Officer (CEO)
- **Aldo Bottini Bongrani**
Member of the board
M&A and Special Projects
- **Claudio Bornati**
Chief Financial Officer (CFO)
- **Felice Albertazzi**
Member of the board
Chief Sales & Marketing Officer (CSMO)
- **Franco Celli**
Member of the board
Chief Operating Officer (COO)



GROUP MANAGEMENT TEAM

The image shows a large, modern conference room with a long wooden table and several chairs. A framed photograph of the Group Management Team is mounted on the wall. The room is well-lit with circular pendant lights.



- Manufacturing and trading unit
- Trading unit

The Group employs
877 employees worldwide
 (at September 30, 2023)

**R&D**

•23

**Manufacturing**

•505

**Marketing, Sales & Distribution**

•250

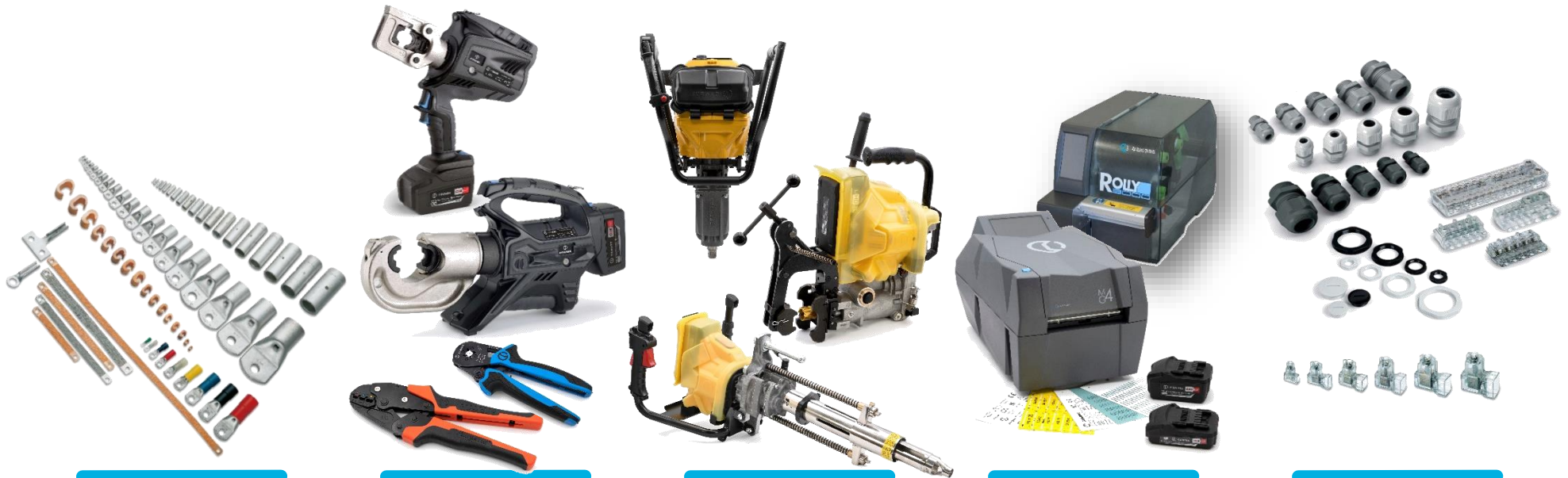
**Administration & services**

•99

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 (145 salesmen)** are significant competitive advantages for CEMBRE.

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 &
other



Connectors

Tools

Labelling

Cable glands



APPLICATIONS: RAILWAY

Rail drilling machine



Sleeper drilling machine



17,863 different products sold every year*

5.2 Millions electrical connectors sold by CEMBRE Group each working day*

21,400 different products ready for immediate delivery*

*12/2022

CEMBRE has been established in 1969 and manufactures its products in its state-of-art **production facility located in Brescia.**

The facility covers an **area of 60,000 m²** on a **total land area of 121,000 m².**



CEMBRE S.p.A. – Headquarter in Brescia (Italy)

In addition, CEMBRE has a production facility in the UK which operates on a **10,400 m² land**.

This plant in Birmingham manufactures mainly **for the local market**.




The sales generated in the UK are **12% of the consolidated turnover** of the first nine months of 2023.



CEMBRE Ltd. – Factory in Curdworth Birmingham (UK)

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 and Germany) and **1 in the USA**.

-  Group companies
-  Regional offices
-  Main importers



CEMBRE has a **network of importers and agents** who provide **technical and commercial assistance** and **rapid delivery worldwide**

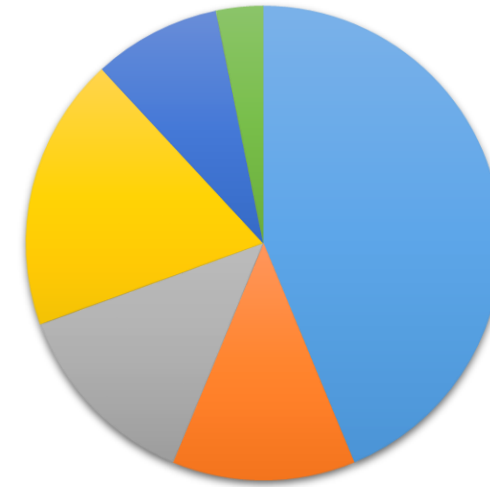


9 months 2023



■ Electrical connectors
 ■ Tools
 ■ Railway Products
 ■ Marking Systems
 ■ Cable Glands
 ■ Others

9 months 2022



■ Electrical connectors
 ■ Tools
 ■ Railway Products
 ■ Marking Systems
 ■ Cable Glands
 ■ Others

	Electr. connectors	Tools	Railway products	Marking systems	Cable glands	Others	Total
9 months 2023	79,612 43.72%	24,003 13.18%	22,211 12.20%	35,310 19.39%	14,154 7.77%	6,795 3.73%	182,085 100%
9 months 2022	69,713 43.75%	19,916 12.50%	21,044 13.21%	29,728 18.66%	13,842 8.69%	5,107 3.21%	159,350 100%
Change	14.20%	20.52%	5.55%	18.78%	2.25%	33.05%	14.27%

Italy	9 months 2023	9 months 2022	Δ
Sales	74.0 mln	64.4 mln	14.9%
% on total	43.8%	43.2%	

Europe <i>(Italy excluded)</i>	9 months 2023	9 months 2022	Δ
Sales	77.7 mln	69.4 mln	12.0%
% on total	46.0%	46.6%	

Rest of the World	9 months 2023	9 months 2022	Δ
Sales	17.4 mln	15.2 mln	14.4%
% on total	10.3%	10.2%	

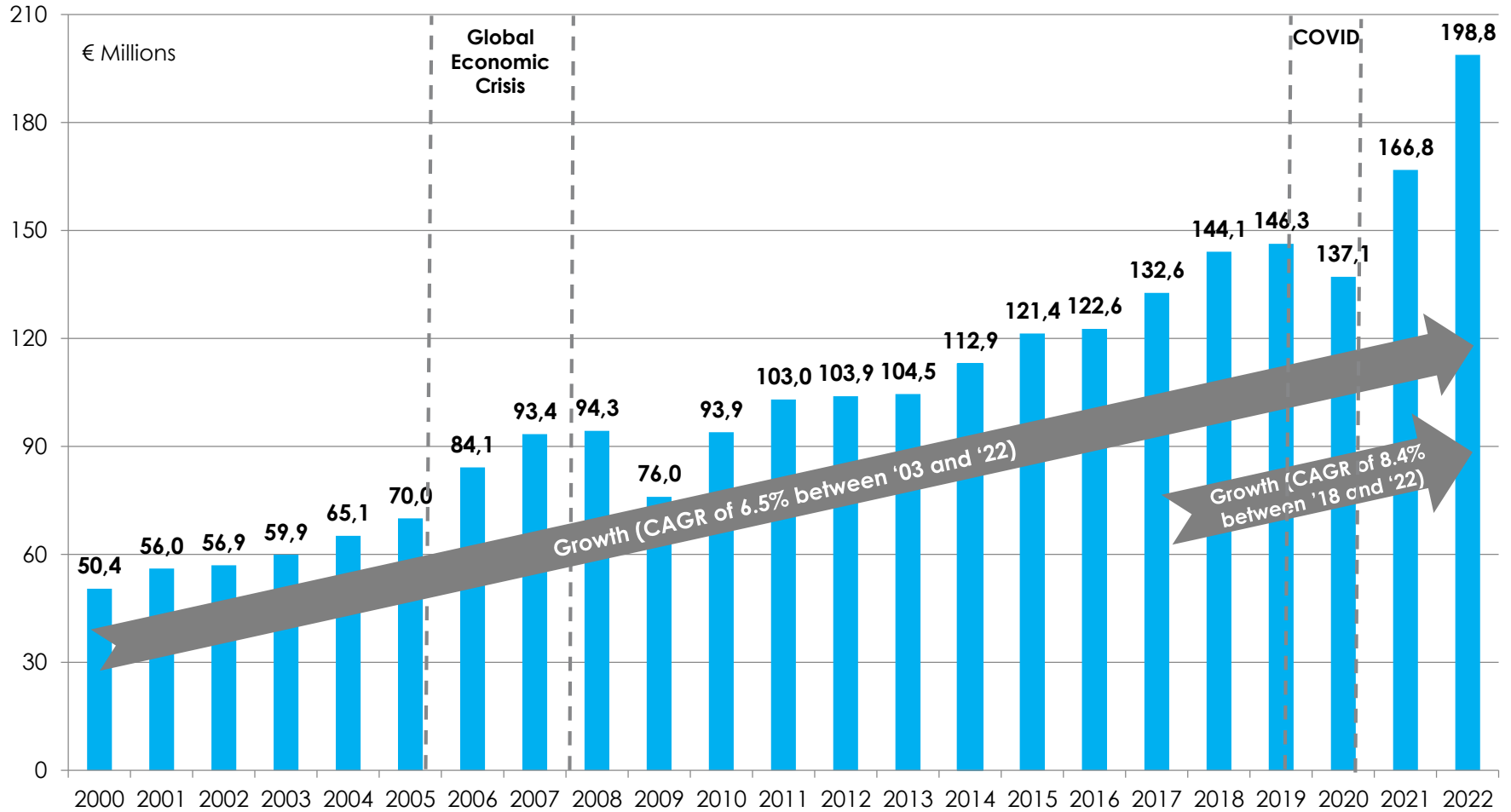
CEMBRE CONSOLIDATED RESULTS OF THE FIRST NINE MONTHS OF 2023

€ Millions	9 months 2023	9 months 2022	Change %	9 months 2021
Sales	169.0	149.0	13.5%	124.3
EBITDA	52.7	41.7	26.3%	35.6
<i>% of sales</i>	<i>31,2%</i>	<i>28.0%</i>		<i>28.6%</i>
EBIT	43.3	32.8	31.8%	27.1
<i>% of sales</i>	<i>25,6%</i>	<i>22.0%</i>		<i>21.8%</i>
EBT	43.1	32.9	31.0%	27.3
<i>% of sales</i>	<i>25.5%</i>	<i>22.1%</i>		<i>21.9%</i>
Net profit	32.1	24.3	32.0%	20.2
<i>% of sales</i>	<i>19.0%</i>	<i>16.3%</i>		<i>16.3%</i>
Tax rate %	25.6%	26.1%		25.9%

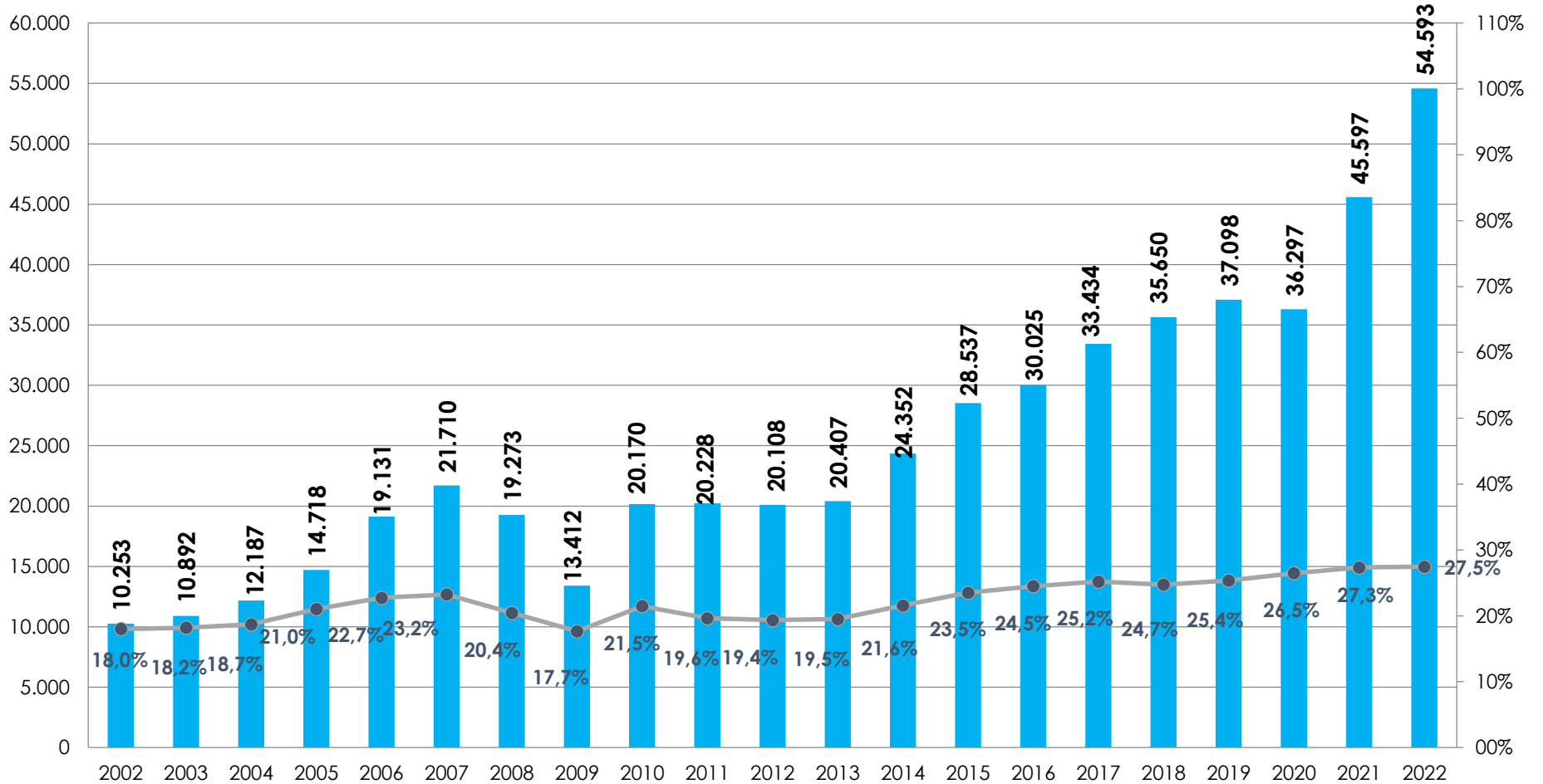
Company <i>(Euro thousands)</i>	9 months 2023	9 months 2022	Change %	9 months 2021
CEMBRE S.p.A. (Italy)	91,937	83,029	10.7%	68,764
CEMBRE Ltd, (UK)	19,443	18,132	7.2%	16,443
CEMBRE S.a.r.l. (France)	10,686	8,634	23.8%	8,393
CEMBRE España S.L.U. (Spain)	16,108	12,751	26.3%	9,554
CEMBRE GmbH (Germany)	19,626	16,782	16.9%	14,045
CEMBRE Inc. (USA)	11,248	9,650	16.6%	7,086
CEMBRE Group	169,048	148,978	13.5%	124,285

* net of intragroup sales

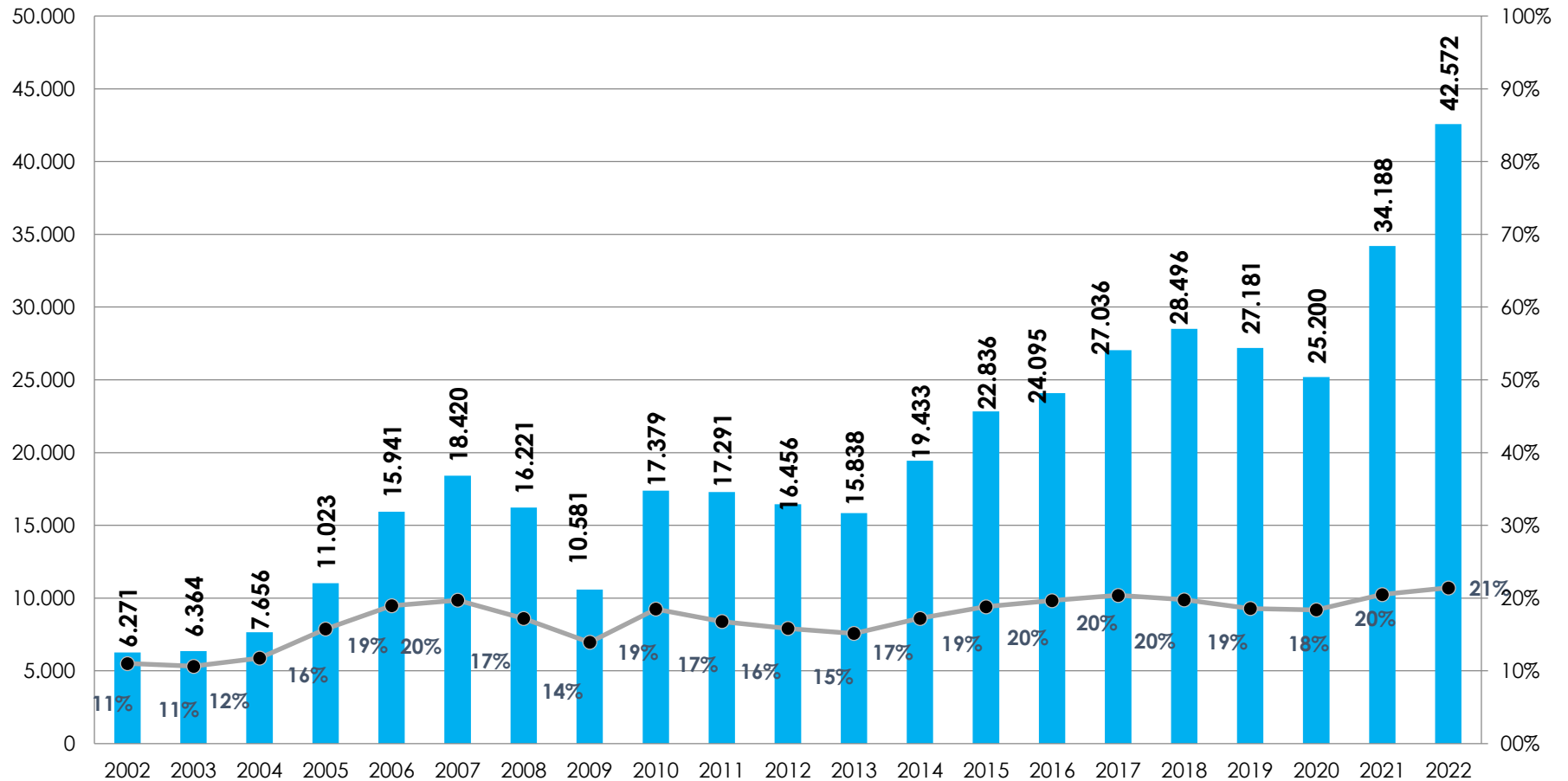
	€ Millions	Sep. 30, 2023	Dec. 31, 2022	Sep. 30, 2022
a	Net operating working capital <i>% of sales</i>	84.2 40.8%	74.6 37.5%	72.5 37.6%
b	Net fixed assets	106.4	101.5	103.6
c	Assets available for sales	-	-	-
d	Employees' severance indemnities	1.8	1.7	2.1
e	Provisions for risks and charges	0.7	0.7	0.5
f	Deferred taxes	0.0	0.3	3.5
	Net invested capital (a+b+c-d-e-f)	188.1	173.5	170.0
g	Equity	197.4	188.1	181.0
h	Net financial position	-9.3	-14.6	-11.0
	Total sources (g+h)	188.1	173.5	170.0



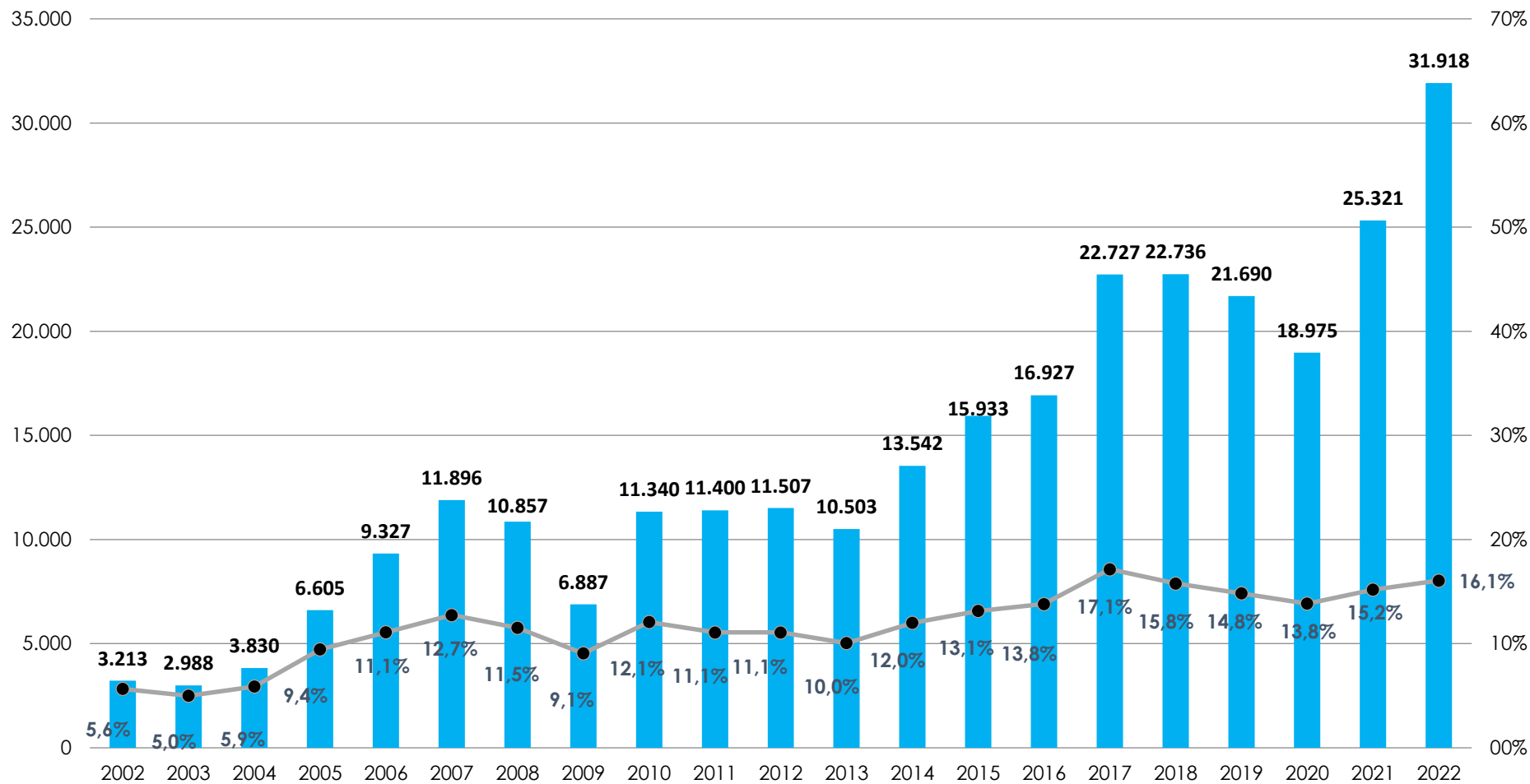
Ebitda (value and margin % on sales)

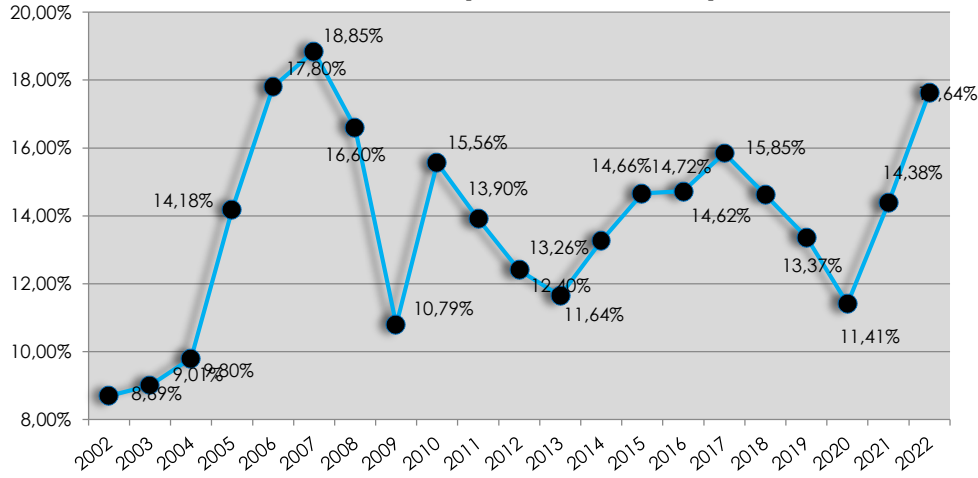
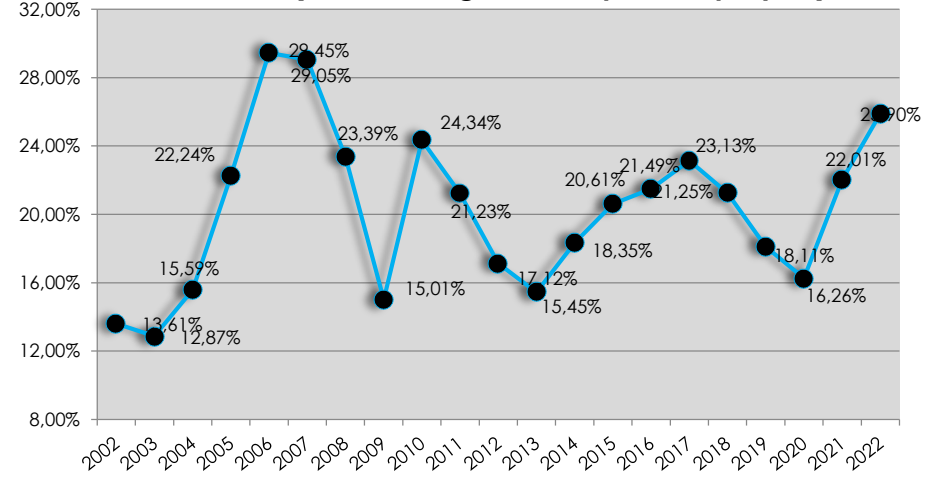
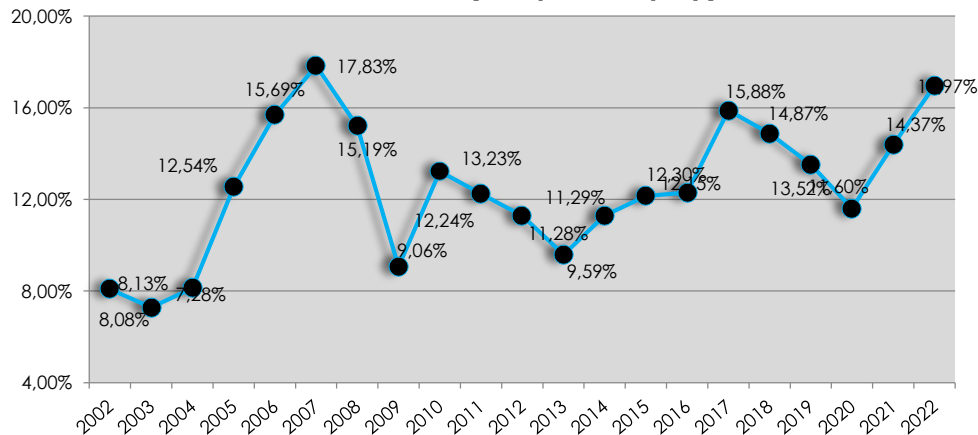
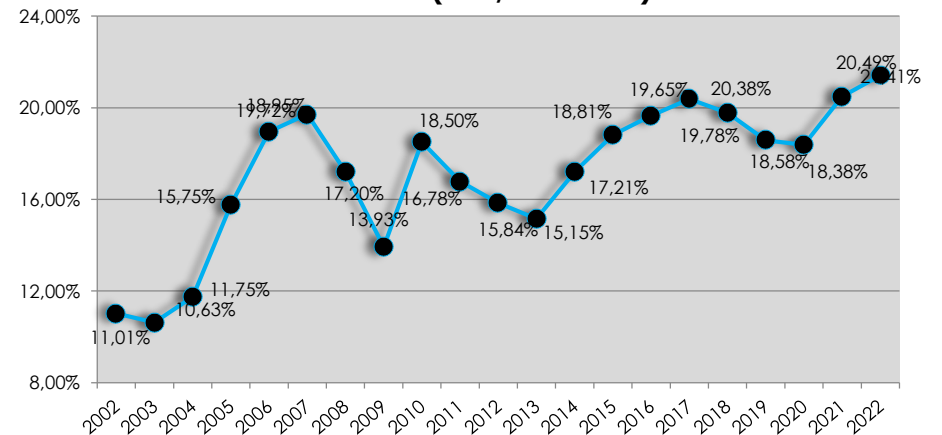


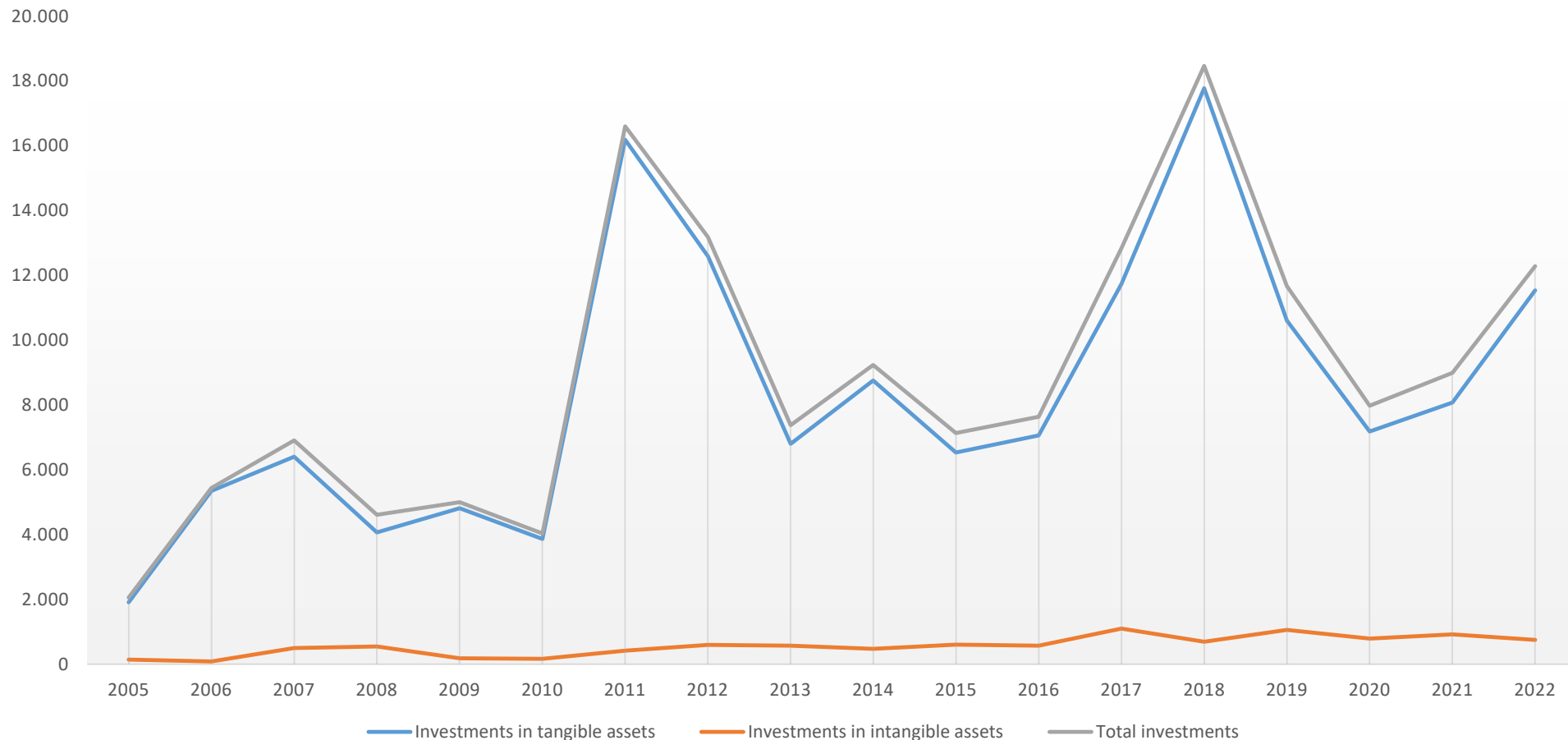
Ebit (value and margin % on sales)



Net profit (value and margin % on sales)



ROI (EBIT/Investments)

ROACE (EBIT/Average Net Capital Employed)

ROE (Net profit/Equity)

ROS (EBIT/Net Sales)




€ '000	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Investments in tangible assets	5,353	6,404	4,064	4,815	3,863	16,183	12,591	6,802	8,759	6,534	7,064	11,732	17,775	10,609	7,181	8,072	11,534
Investments in intangible assets	87	500	544	182	169	418	597	573	477	601	569	1,101	691	1,057	793	919	750
Total investments	5,440	6,904	4,608	4,997	4,032	16,601	13,188	7,375	9,236	7,135	7,633	12,833	18,466	11,666	7,974	8,991	12,284

CEMBRE focused on these targets:

Business development thanks to:

- A **strengthening of CEMBRE competitive advantage** by developing **new products and continuous product range renewing** by an **intense R&D activity**
- Improvement of the distributor channel in foreign countries
- An **higher penetration in the foreign markets**, especially in the US and Germany
- 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.

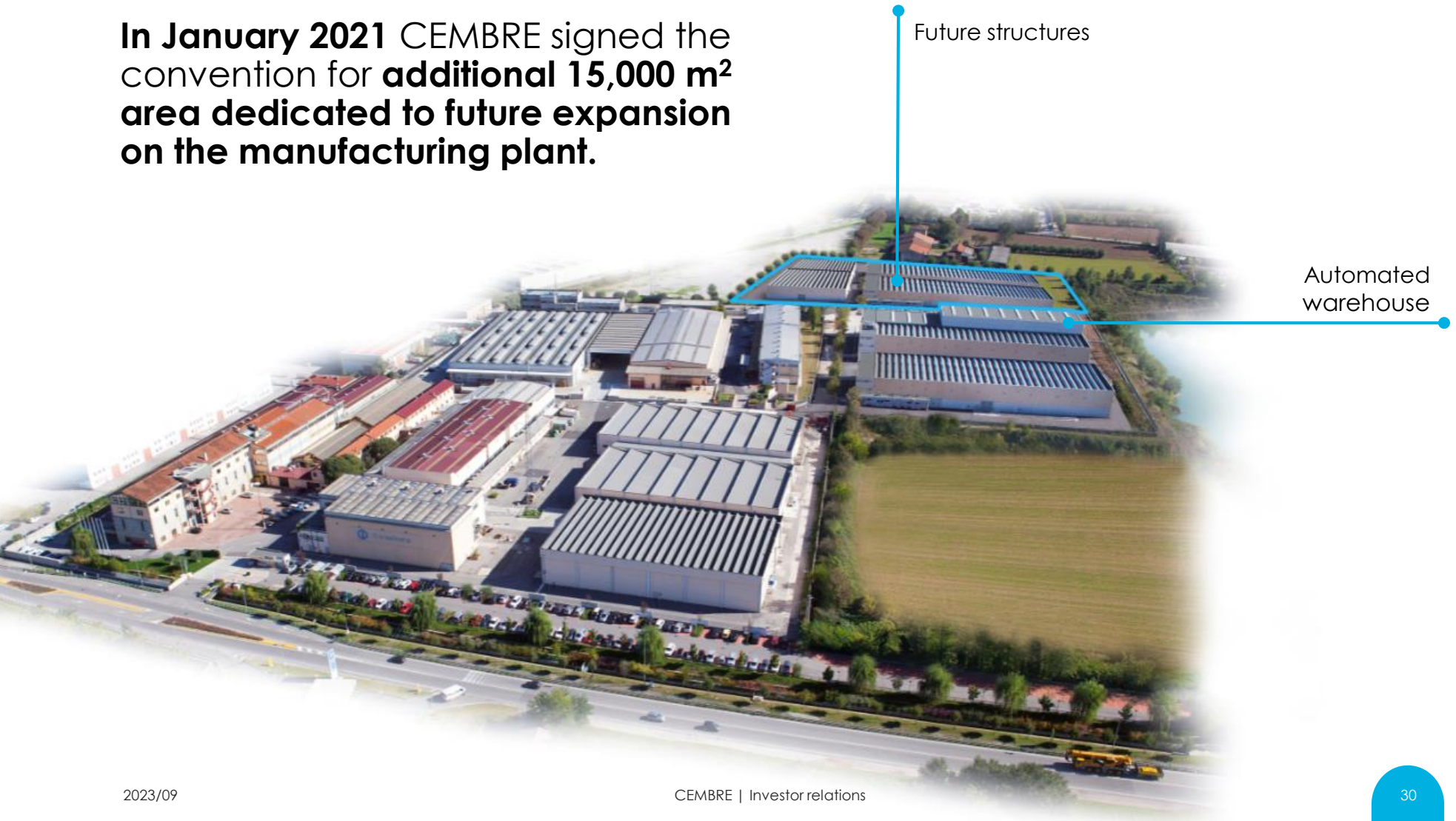
The automated warehouse, located in a **4,800 m² industrial building** built in 2012, has been operating from January, 2013.

This automated warehouse is **3 time more efficient**, and has a 50% increase in end-product capacity warehousing compared to the previous automated warehouse that has been converted to stock raw material.

In 2018, a **new 9,600 m² industrial building** (two floors) started to be used, increasing the dimension of the production and parking area.



In January 2021 CEMBRE signed the convention for **additional 15,000 m² area dedicated to future expansion on the manufacturing plant.**



Cembre
 FTSE Italia Star
 data updated at November 15, 2023



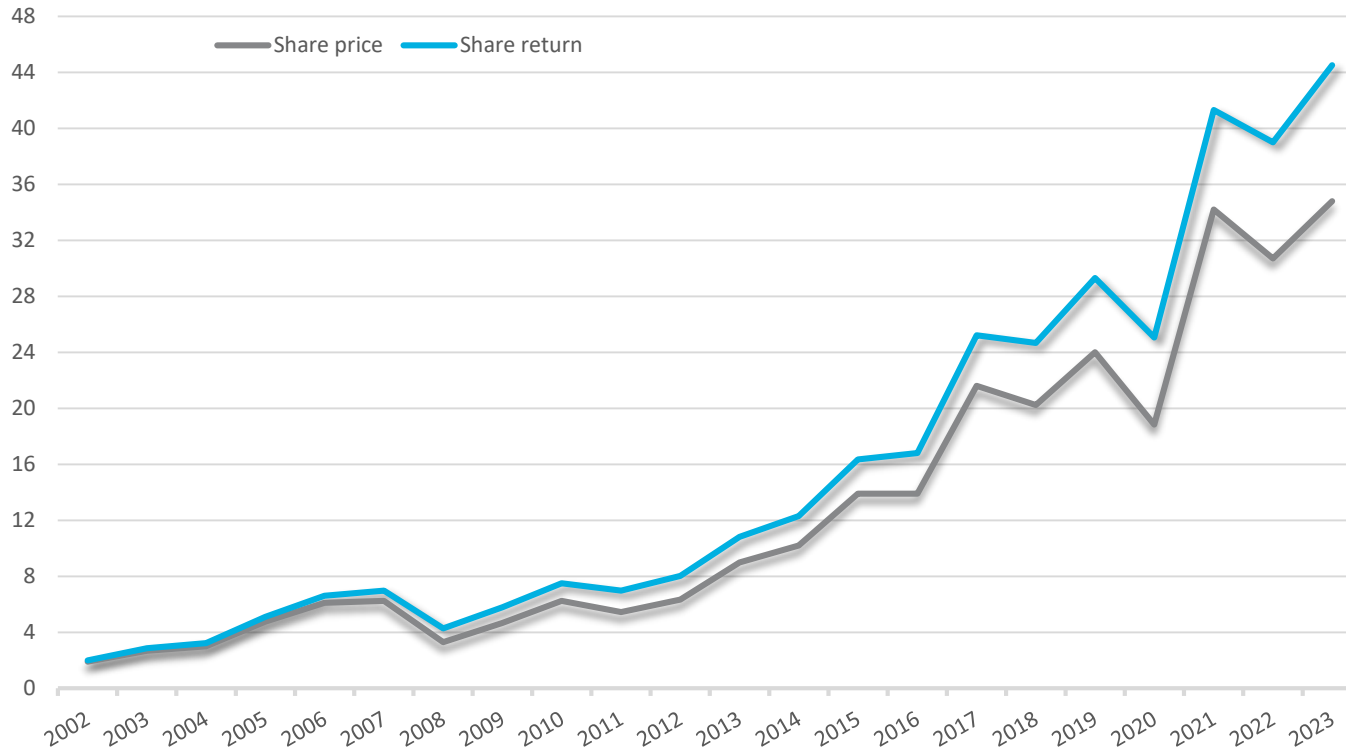
Cembre has been listed since December 1997, and is a part of the **Star Index** since September 2001.

Shareholders	Share
LYSNE Spa	51,86%
Sara Rosani	8.65%
Giovanni Rosani	8.53%
Anna Maria Onofri	0.71%
Others	30,25%

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Dividend per share (€)	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	0.90	0.90	0.90	1.20	1.40
Payout Ratio ¹	42%	41%	41%	39%	40%	37%	25%	30%	39%	24%	24%	42%	45%	49%	70%	59%	66%	69%	79%	79%	74%
Dividend Yield ²	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%	4.4%	4.8% ³	4.8%	3.5%	4.5%

¹ Using consolidated profit

² Using the year-end share price



Total return* 2003-2023
+14.7%
CAGR

Performance 2003-2023**
+13.7%
CAGR

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

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
A) Share price ¹	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	20,25	24,00	18,85	34,20	30,70	33,80 ²
Change in share price	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%	-6.3%	18.5%	-21.5%	81.4%	-10.2%	13.3%
Received dividend	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	0,90	0,90	0,90	1,20	1,40
B) Accrued received dividends	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	4,42	5,32	6,22	7,12	8,32	9,72
Share return (A+B)	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	24,67	29,32	25,07	41,32	39,02	44,52
Price quota	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%	82.1%	81.9%	75.2%	82.8%	78.7%	78.2%
Dividend quota	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%	17.9%	18.1%	24.8%	17.2%	21.3%	21.8%

¹ at the end of the year

² share price at November 15, 2023

Thank you

Claudio Bornati
CFO & IR

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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.