



# CEMBRE. Investor presentation

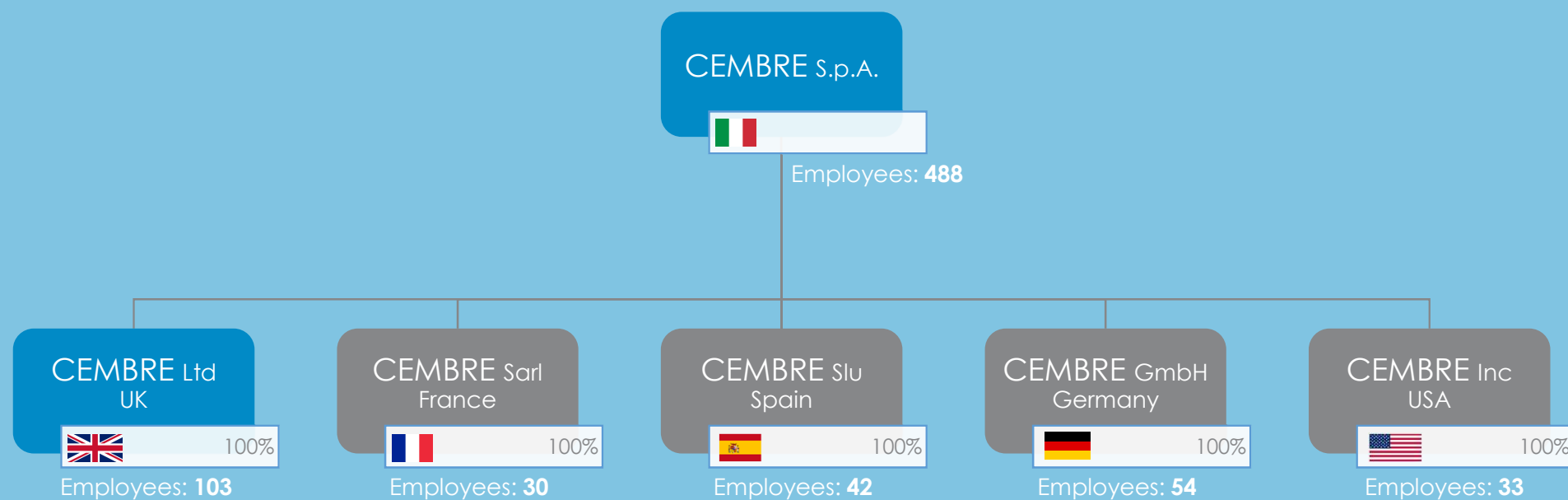
1<sup>st</sup> Half 2020 results


- 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 20 years (2000-2019), from €50 mn in 2000 to €146.3 mn in 2019. In the last 5 years the Group has grown by a **CAGR of 3.8%** (2015-2019).
- It is a dividend-payer with a 20 years average dividend **payout ratio of 50.3%**, and an **average dividend yield of 3.8%** (2000-2019). The average dividend yield in the last 5 years has been of **4.4%** (2015-2019).
- In 2019, the Group invested **€11.7 mn**; the total amount of investments made by the company in the last five years (2015-2019) is **€57.7 mn**; at December 31, 2018 investments amounted to **€18.5 mn**
- The product mix (a total of more than 15k end products sold during 2019) is offered to around 8k single clients around the world, with 10-biggest clients' purchases corresponding to **c.15% of the consolidated turnover**

- I. Management Team
- II. Business overview
- III. 1st Half 2020 results
- IV. 1st Half 2020 Guidance
- V. Stock data & shareholding structure
- VI. Contact

- **Giovanni Rosani**  
Chief Executive Officer (CEO)
- **Aldo Bottini Bongrani**  
Member of the board  
M&A and Special Projects manager
- **Claudio Bornati**  
Chief Financial Officer (CFO)

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



 Manufacturing and trading unit  
 Trading unit

The Group employs  
**750 employees** worldwide

**R&S**

•21

**Manufacturing**

•427

**Marketing, Sales & Distribution**

•231

**Administration & services**

•71

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 (115 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

- 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 m<sup>2</sup>** on a **total land area of 121,000 m<sup>2</sup>**
- In December 2011 CEMBRE purchased a 13,500 m<sup>2</sup> industrial area next to its plant, by investing €9.7 mn



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

- In addition, CEMBRE has a production facility in the UK which operates on a **8,800 m<sup>2</sup> 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 1<sup>st</sup> Half of 2020



Cembre Ltd. – Factory in Curdworth Birmingham (UK)

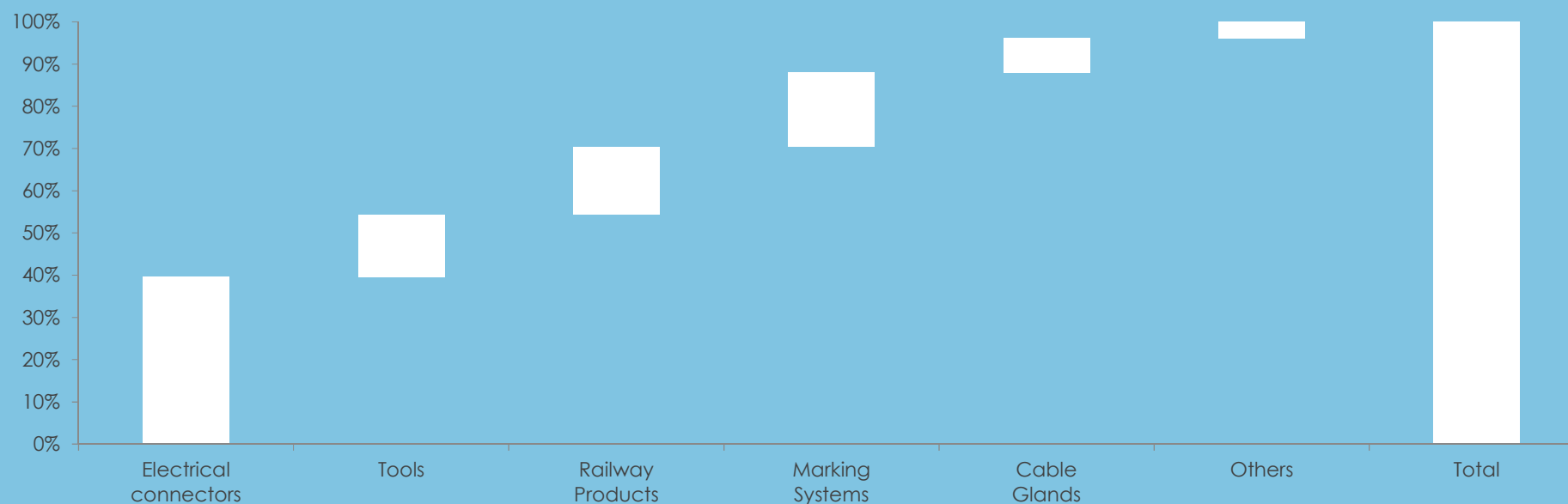
- CEMBRE is present all over the Italian territory through a **network of salesmen and representatives** who are able to offer fast and constant technical assistance
- Abroad, it operates through **4 subsidiaries in Europe** (UK, France, Spain and Germany) and **1 in the USA**

-  Group companies
-  Regional offices
-  Main distributors



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





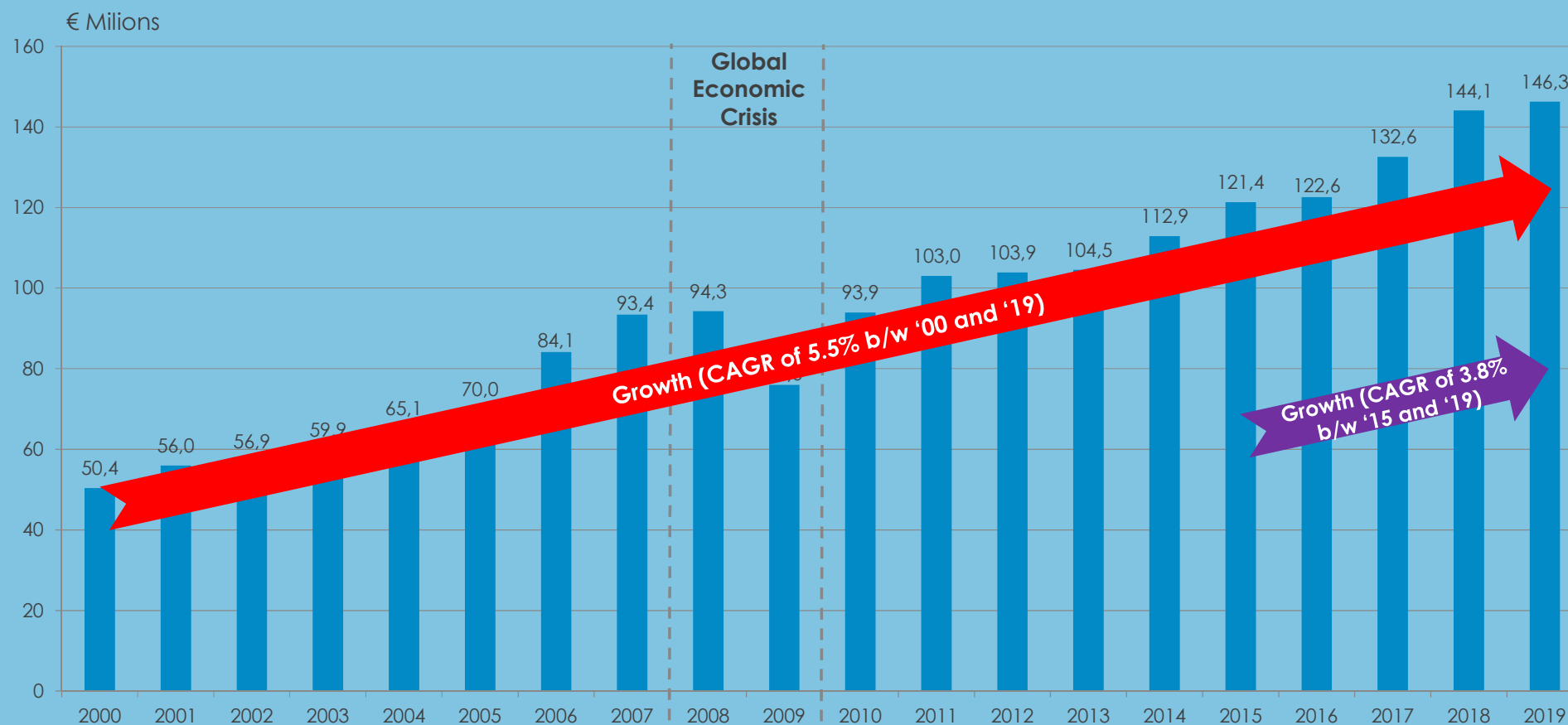
\* Customers' bonuses not deducted

<b>I<sup>st</sup> Half 2020</b>	27,523 <b>39.6%</b>	10,272 <b>14.8%</b>	11,154 <b>16.0%</b>	12,249 <b>17.6%</b>	5,653 <b>8.1%</b>	2,718 <b>3.9%</b>	69,569 <b>100%</b>
<b>I<sup>st</sup> Half 2019</b>	32,325 <b>38.8%</b>	12,581 <b>15.1%</b>	13,932 <b>16.7%</b>	15,400 <b>18.5%</b>	6,385 <b>7.7%</b>	2,620 <b>3.1%</b>	83,243 <b>100%</b>
<b>Change</b>	<b>-14.9%</b>	<b>-18.4%</b>	<b>-19.9%</b>	<b>-20.5%</b>	<b>-11.5%</b>	<b>3.7%</b>	<b>-16.4%</b>

Italy	1 <sup>st</sup> Half 2020	1 <sup>st</sup> Half 2019	Δ
Sales	25.4 mn	30.8 mn	-17.5%
% in total	39.3%	40.0%	-0.7 pp

Europe (ex-IT)	1 <sup>st</sup> Half 2020	1 <sup>st</sup> Half 2019	Δ
Sales	30.4 mn	35.7 mn	-15.0%
% in total	47.0%	46.5%	0.5 pp

Rest of the World	1 <sup>st</sup> Half 2020	1 <sup>st</sup> Half 2019	Δ
Sales	8.9 mn	10.4 mn	-14.3%
% in total	13.7%	13.5%	0.2 pp



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	1 <sup>st</sup> Half 2020	1 <sup>st</sup> Half 2019	Δ
Total sales	27.5 € mn	32.3 € mn	-14.9
Sales in Italy (% share)	13.0 € mn (18.7%)	15.4 € mn (18.4%)	-15.3
Sales in Europe ex-IT (% share)	12.8 € mn (18.5%)	14.9 € mn (18.0%)	-14.0
Sales in RoW (% share)	1.7 € mn (2.4%)	2.0 € mn (2.4%)	-17.5

The “%” indicated alongside the values represents the weight on the total turnover

## Features

- High and safe performance guaranteed by effective quality control during the production processes
- High level automation of manufacturing process and consequent costs reduction
- Quick adaptation of products to clients' needs, thanks to its high flexible productivity



Tools	1 <sup>st</sup> Half 2020	1 <sup>st</sup> Half 2019	Δ
Total sales	10.3 € mn	12.6 € mn	-18.4
Sales in Italy (% share)	2.8 € mn (4.0%)	3.6 € mn (4.3%)	-22.9
Sales in Europe ex-IT (% share)	5.0 € mn (7.2%)	6.0 € mn (7.2%)	-16.6
Sales in RoW (% share)	2.5 € mn (3.6%)	3.0 € mn (3.6%)	-16.4

The “%” indicated alongside the values represents the weight on the total turnover

### Features

- 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	1 <sup>st</sup> Half 2020	1 <sup>st</sup> Half 2019	Δ
Total sales	11.2 € mn	13.9 € mn	-19.9
Sales in Italy (% share)	0.7 € mn (1.0%)	1.5 € mn (1.8%)	-54.7
Sales in Europe ex-IT (% share)	7.3 € mn (10.5%)	8.3 € mn (10.0%)	-12.1
Sales in RoW (% share)	3.2 € mn (4.5%)	4.1 € mn (4.9%)	-23.3

The “%” indicated alongside the values represents the weight on the total turnover

### Features

- High quality products
- Constant R&D activities
- High potential growth

### New product development

- Nut Runner - NR-11P
- Battery drill

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



Cable Markers	1 <sup>st</sup> Half 2020	1 <sup>st</sup> Half 2019	Δ
Total sales	12.2 € mn	15.4 € mn	-20.5
Sales in Italy (% share)	7.5 € mn (10.8%)	9.7 € mn (11.6%)	-22.2
Sales in Europe ex-IT (% share)	3.9 € mn (5.6%)	4.8 € mn (5.8%)	-19.3
Sales in RoW (% share)	0.8 € mn (1.2%)	0.9 € mn (1.1%)	-8.3

The "%" indicated alongside the values represents the weight on the total turnover



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 of thermal printer MG3, in Brescia (Italy)

Cable glands	1 <sup>st</sup> Half 2020	1 <sup>st</sup> Half 2019	Δ
Total sales	5,7 € mn	6,4 € mn	-11.5
Sales in Italy (% share)	4.7 € mn (6.8%)	5.4 € mn (6.5%)	-12.5
Sales in Europe ex-IT (% share)	0.8 € mn (1.1%)	0.9 € mn (1.0%)	-8.4
Sales in RoW (% share)	0.2 € mn (0.2%)	0.1 € mn (0.2%)	7.8

Other	1 <sup>st</sup> Half 2020	1 <sup>st</sup> Half 2019	Δ
Total sales	2.7 € mn	2.6 € mn	3.7
Sales in Italy (% share)	1.0 € mn (1.4%)	1.0 € mn (1.2%)	-4.5
Sales in Europe ex-IT (% share)	1.6 € mn (2.4%)	1.5 € mn (1.9%)	7.1
Sales in RoW (% share)	0.1 € mn (0.2%)	0.1 € mn (0.1%)	43.6

The “%” indicated alongside the values represents the weight on the total turnover



€ Millions	1 <sup>st</sup> Half 2020	1 <sup>st</sup> Half 2019	Changes %	1 <sup>st</sup> Half 2018
Sales	64.7	76.9	-15.9%	73.3
EBITDA <i>In % of sales</i>	15.6 24.1%	20.9 27.2%	-25.5%	18.9 25.7%
EBIT <i>In % of sales</i>	10.2 15.8%	16.2 21.0%	-36.9%	15.5 21.1%
EBT <i>In % of sales</i>	10.2 15.8%	16.0 20.9%	-36.4%	15.4 21.0%
Net profit <i>In % of sales</i>	7.6 11.8%	12.4 16.1%	-38.6%	11.7 16.0%
Tax rate %	25.5%	22.8%		24.1%

The parent company CEMBRE S.p.A. in December 2017 signed, with the support of Business Tax and Consulting firm Deloitte, an agreement with the Italian Revenue Office defining the calculation methods and criteria for the economic contribution to business revenue of intangible assets in the context of the **«Patent Box»** scheme, for tax years 2015-2019.

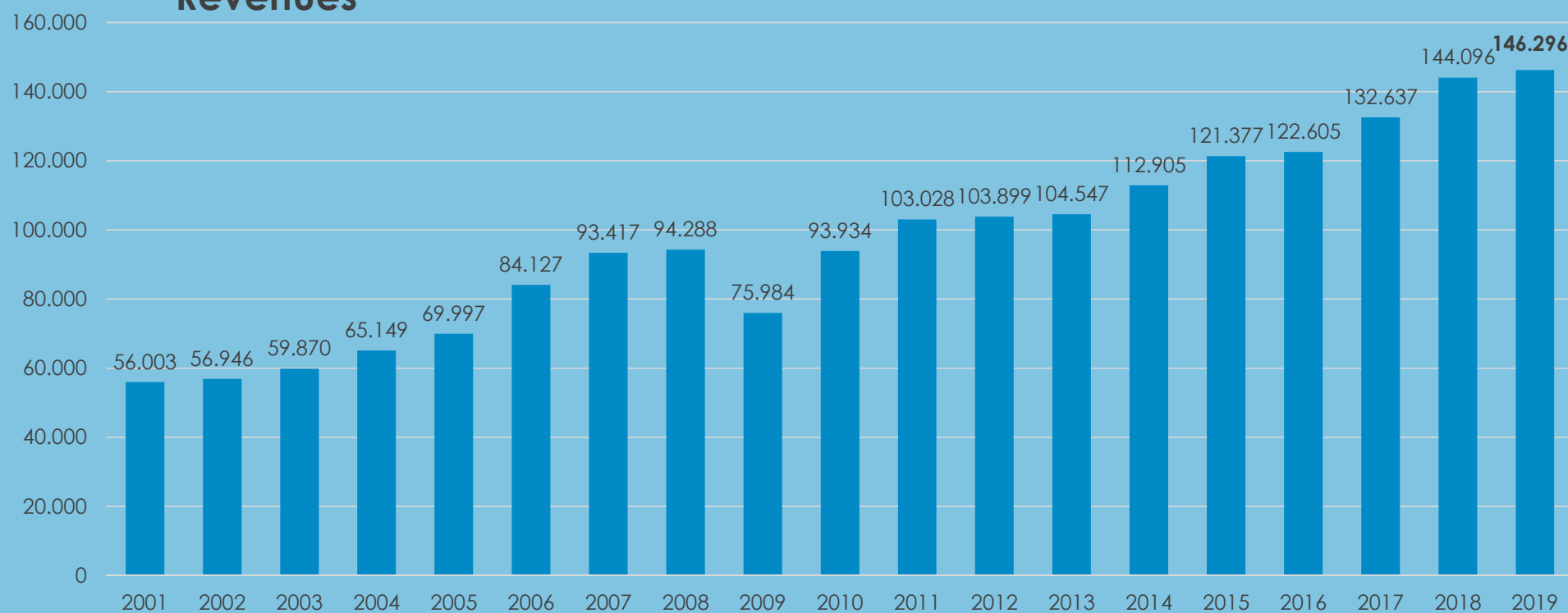
€ Millions	2019	2018	2017
Fiscal benefit	1.7	1.8	1.6
Fiscal benefit for years 2015-2016	-	-	2.3
Tax rate %	19.5%	19.8%	14.5%
Normalised tax rate %	26.0%	26.2%	29.2%

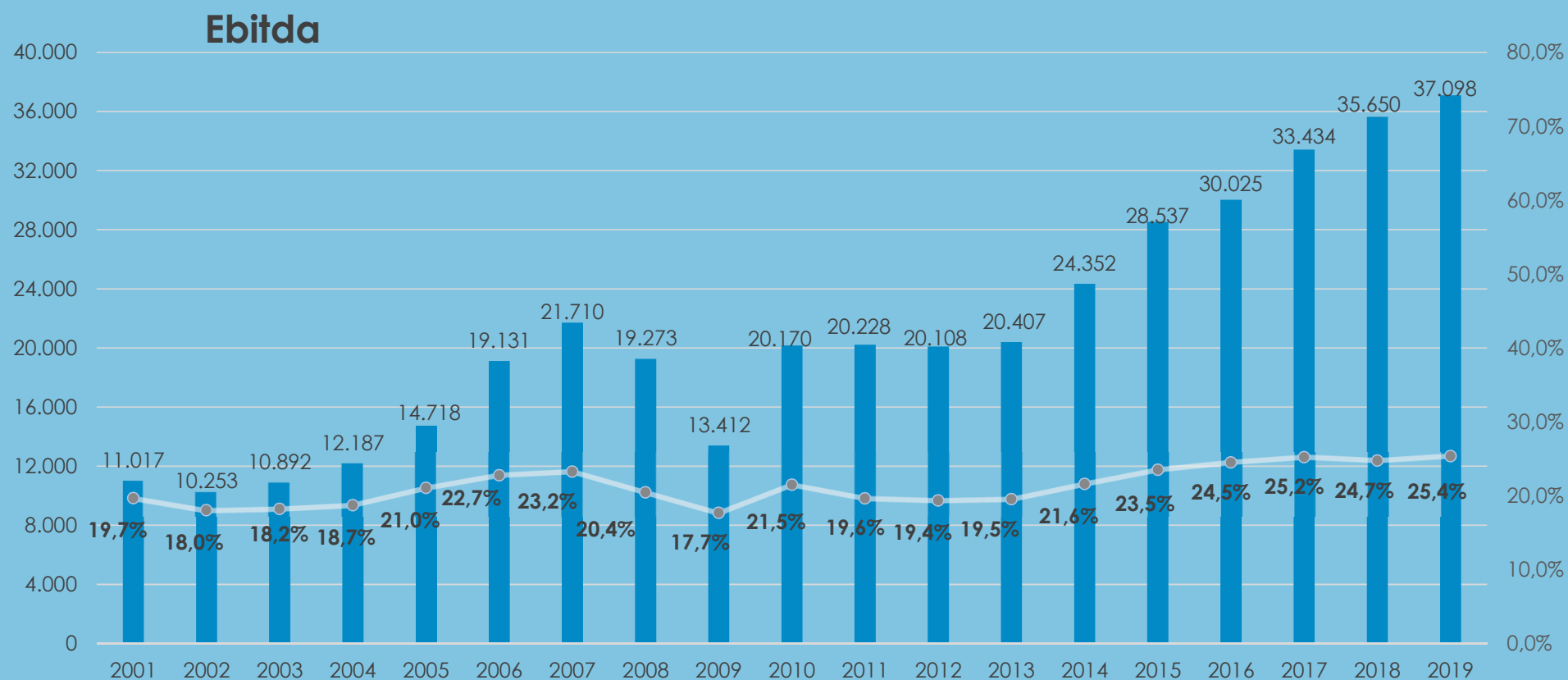
<b>Company</b> <i>(Euro thousands)</i>	<b>1<sup>st</sup> Half 2020</b>	<b>1<sup>st</sup> Half 2019</b>	<b>Changes %</b>	<b>1<sup>st</sup> Half 2018</b>
Cembre S.p.A. (Italy)	33,279	40,361	-17.5%	40,680
Cembre Ltd. (UK)	7,642	10,401	-26.5%	9,320
Cembre S.a.r.l. (France)	4,309	5,633	-23.5%	5,270
Cembre España S.L.U. (Spain)	5,495	6,045	-9.1%	5,366
Consolidated Cembre Gmbh (Germany)	7,956	7,689	3.5%	5,491
Cembre Inc. (US)	5,975	6,749	-11.5%	7,168
<b>Cembre Group</b>	<b>64,656</b>	<b>76,878</b>	<b>-15.9%</b>	<b>73,295</b>

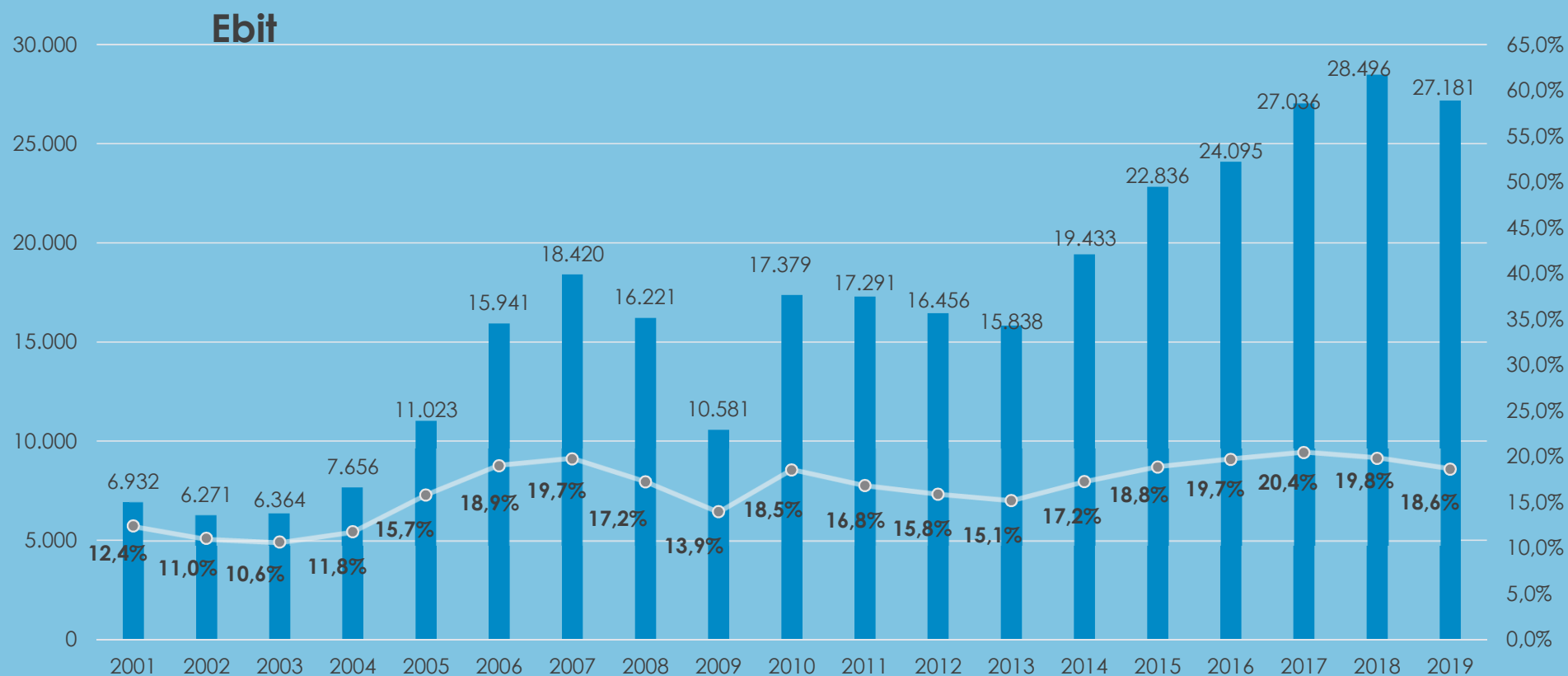
\* net of intragroup sales

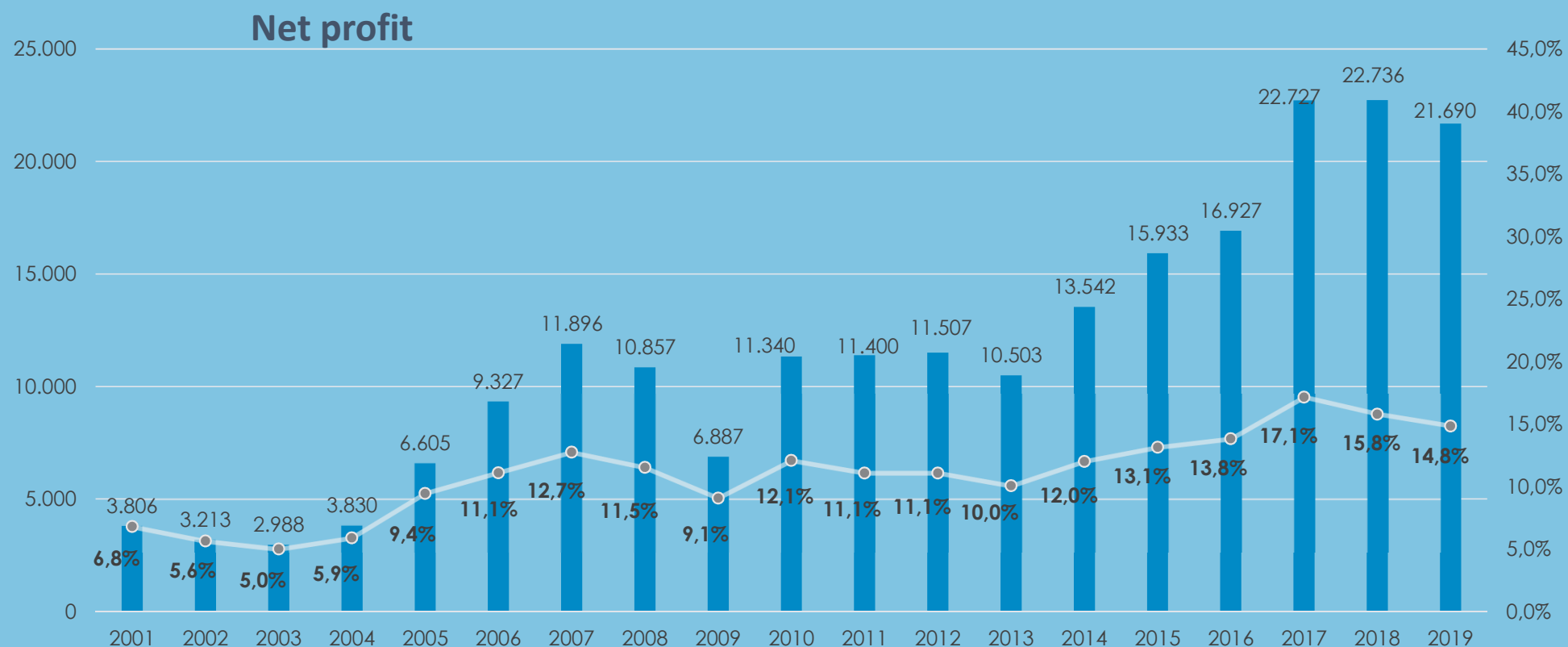
	€ Millions	Jun. 30, 2020	Dec. 31, 2019	Jun. 30, 2019
a	Net operating working capital % of sales	59.2 45.8%	54.4 37.2%	56.6 36.8%
b	Net fixed assets	103.8	106	104.1
c	Assets available for sales	-	-	-
d	Employees' severance indemnities	2.2	2.4	2.4
e	Provisions for risks and charges	1	0.3	0.7
f	Deferred taxes	2.8	2.9	2.6
	Net invested capital (a+b+c-d-e-f)	157	154.8	155
g	Equity	152.3	160.4	150.2
h	Net financial position	4.7	(5.6)	4.8
	Total sources (g+h)	157	154.8	155

## Revenues

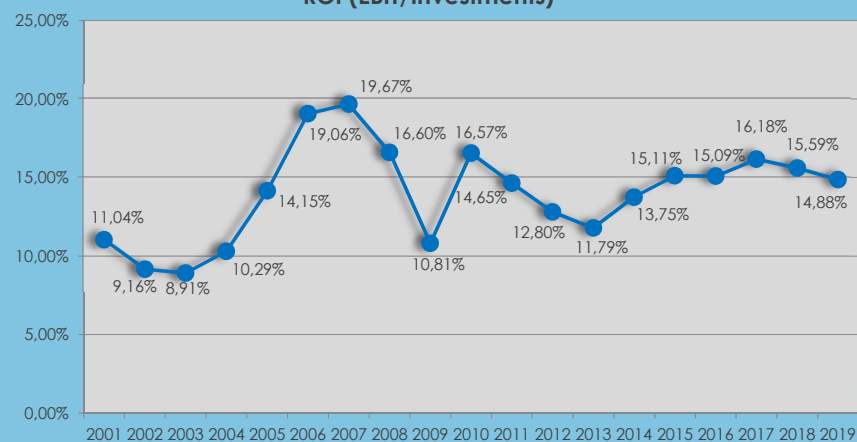








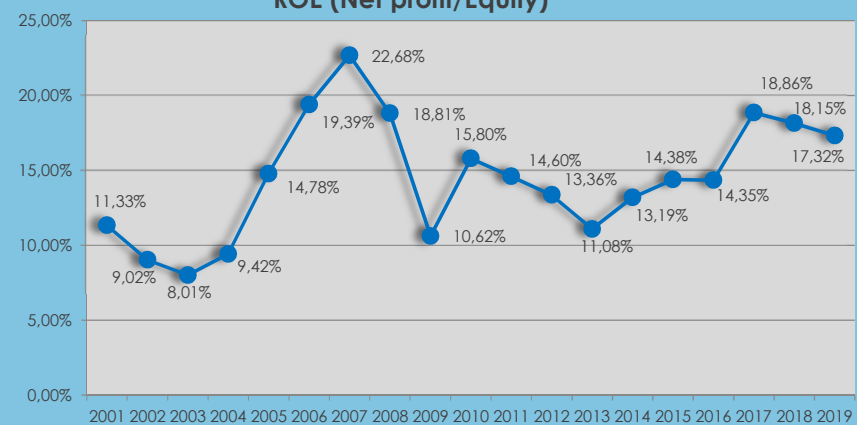
**ROI (EBIT/Investments)**



**ROACE (EBIT/Net Capital Employed)**

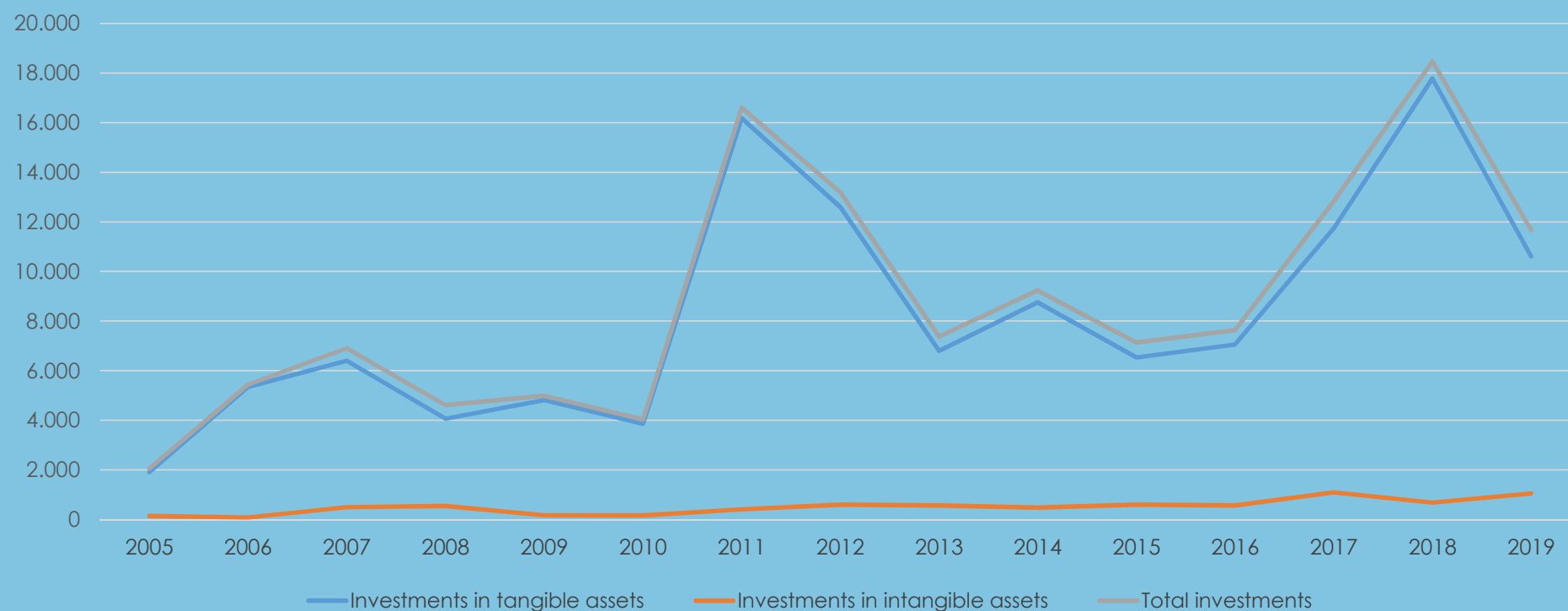


**ROE (Net profit/Equity)**



**ROS (EBIT/Net Sales)**



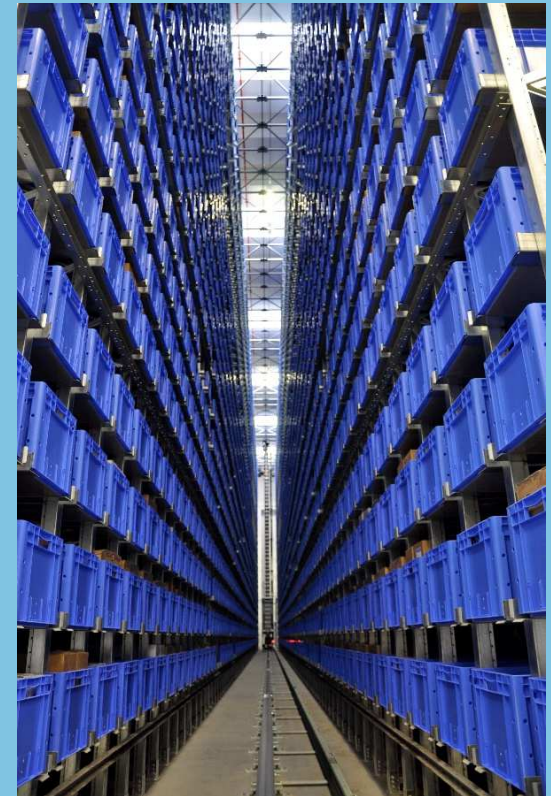


€ '000	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Investments in tangible assets	1,910	5,353	6,404	4,064	4,815	3,863	16,183	12,591	6,802	8,759	6,534	7,064	11,732	17,775	10,609
Investments in intangible assets	142	87	500	544	182	169	418	597	573	477	601	569	1,101	691	1,057
<b>Total investments</b>	<b>2,052</b>	<b>5,440</b>	<b>6,904</b>	<b>4,608</b>	<b>4,997</b>	<b>4,032</b>	<b>16,601</b>	<b>13,188</b>	<b>7,375</b>	<b>9,236</b>	<b>7,135</b>	<b>7,633</b>	<b>12,833</b>	<b>18,466</b>	<b>11,666</b>

### **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**
  - A **new product line for plumbing sector**
  - 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 m<sup>2</sup> industrial building** built in 2012, has been operating from January, 2013
- This warehouse is **3 time more efficient**, and has a 50% increase in end-product capacity warehousing



In 2018, a **new 9,600 m<sup>2</sup> industrial building** (two floors) started to be used, increasing the dimension of the new logistic center of the company and production areas





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

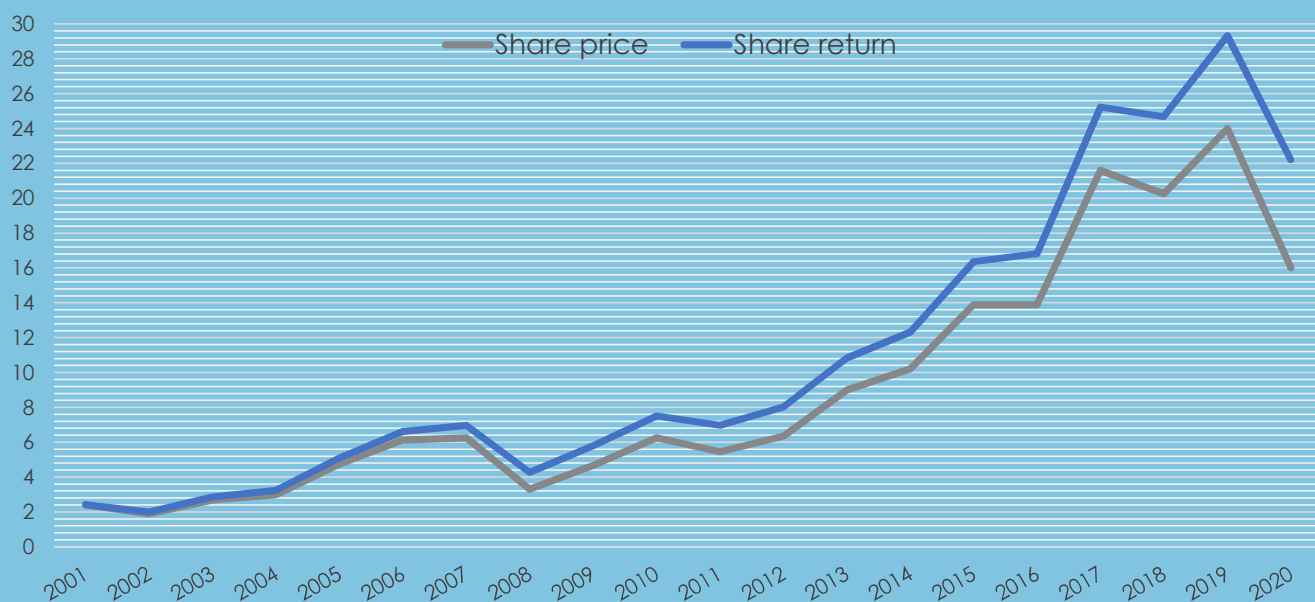
Shareholders	Share
LYSNE Spa	52.39%
Sara Rosani	8.65%
Giovanni Rosani	8.53%
Anna Maria Onofri	0.71%
Massachusetts Financial Services	5.02%
Others	24.70%

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	0.90	0.90
Payout Ratio <sup>1</sup>	44%	42%	41%	41%	39%	40%	37%	25%	30%	39%	24%	24%	42%	45%	49%	70%	59%	66%	69%
Dividend Yield <sup>2</sup>	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%	4.4%	5.6% <sup>3</sup>

<sup>1</sup> Using consolidated profit

<sup>2</sup> Using the year-end share price

<sup>3</sup> Calculated using closing price at September 25, 2020: €16.00



**Total return\*** 2001-2020  
**+11.7%**  
 CAGR

**Performance\*\*** 2001-2020  
**+9,9 %**  
 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	2018	2019	2020
<b>A) Share price<sup>1</sup></b>	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	20.25	24.00	16.00 <sup>2</sup>
<b>Change in share price</b>		-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%	-6.3%	18.5%	-33.3%
<b>Received dividend</b>		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	0.90	0.90
<b>B) Accrued received dividends</b>		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	4.42	5.32	6.22
<b>Share return (A+B)</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	24.67	29.32	22.22
<b>Price quota</b>	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%	82.1%	81.9%	72.0%
<b>Dividend quota</b>	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%	17.9%	18.1%	28.0%

<sup>1</sup> at the end of the year

<sup>2</sup> at September 25, 2020

**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.*