



CEMBRE

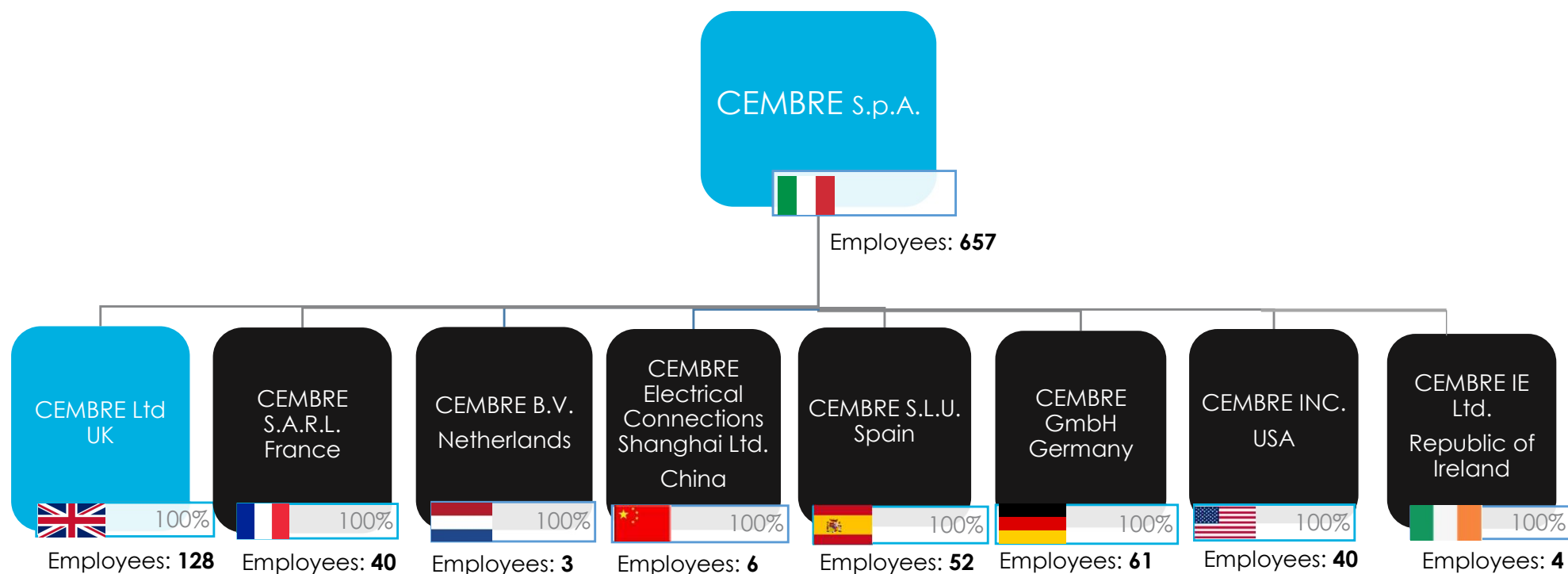
Investor presentation

Results of First Half 2026

- CEMBRE at a glance
- Group team
- Main product lines & applications
- Results of First Half 2026
- Stock data & shareholding structure
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- 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 6.4%** in the last 20 years, from 70.0 M€ in 2005 to 244.3 M€ in 2025. In the last 5 years the Group has grown by a **CAGR of 10.0%** from 166.8 M€ in 2021 to 244.3 M€ in 2025.
- It is a dividend payer with a 20 years average dividend **payout ratio of 53.7%**, and an **average dividend yield of 3.8%** (2006-2025). The average dividend yield in the last 5 years has been of **4.1%** (2021-2025).
- In 2025, the Group invested **24.3 M€**; the total amount of investments made by the company in the last five years (2021-2025) is **89.7 M€**; at December 31, 2024 investments amounted to **29.5 M€**.
- The product mix (a total of around 18K end products sold during 2025) is offered to around 5K single clients around the world, with 10-biggest clients' purchases corresponding to approximately **22.5% 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**



 Manufacturing and trading unit
 Trading unit

The Group employs
991 employees worldwide
 (at June 30, 2026)



R&D

•30



Manufacturing & logistics

•577



Sales & Marketing

•264



Administration & services

•120

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 (156 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

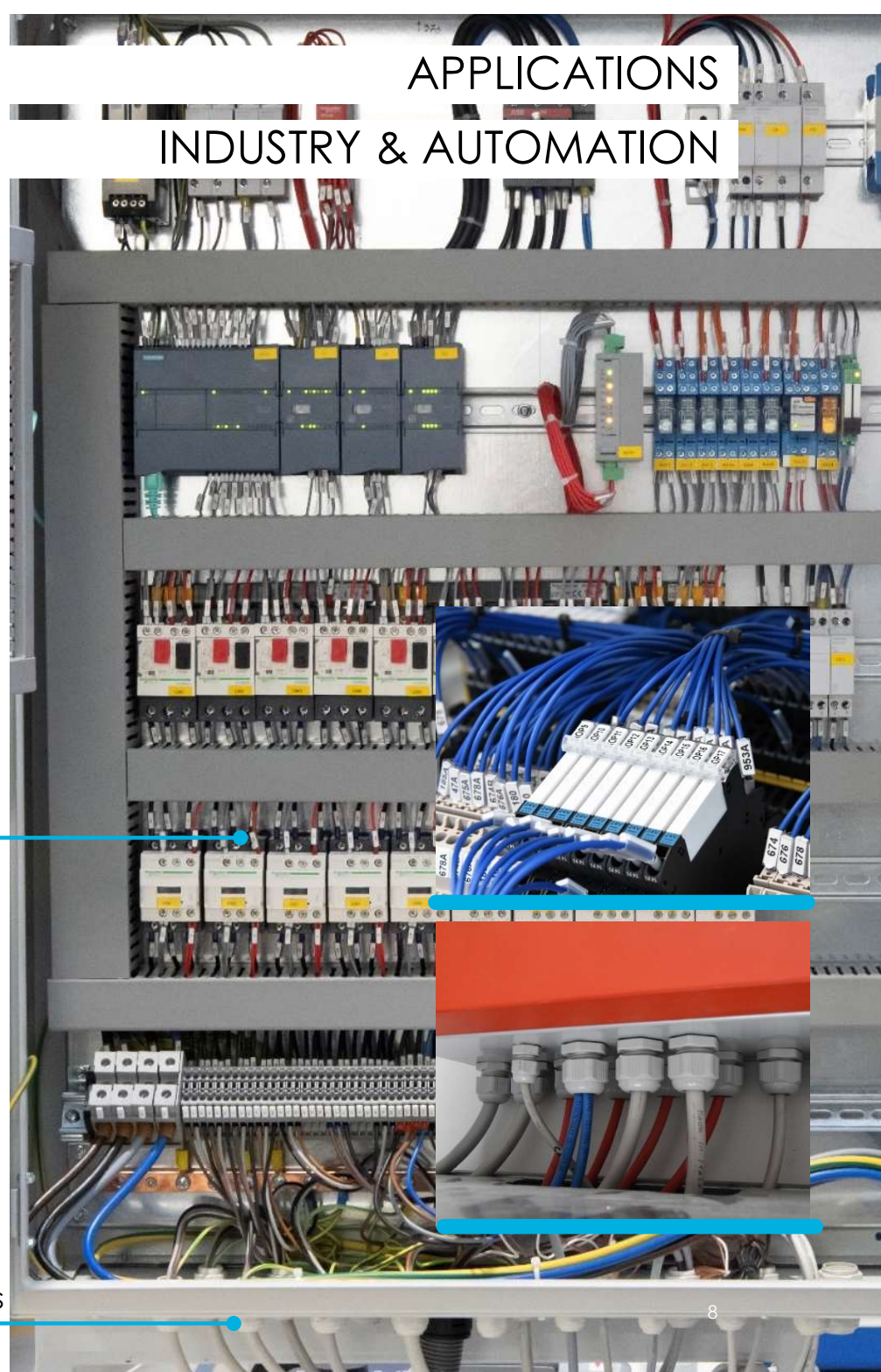


Connectors

Tools

Labelling

Cable glands



POWER DISTRIBUTION

Rail drilling
machine



Sleeper drilling
machine



APPLICATIONS: RAILWAY

18,068 different products sold in one year*

4.9 Millions electrical connectors sold by CEMBRE Group on average each working day*

21,795 different products ready for immediate delivery*

*12/2025

- CEMBRE has been established in 1969 and manufactures its products in its state-of-art **production facility located in Brescia.**
- Production, warehouses and offices cover a covered area of **75,000 m²** on a **total land area of 155,000 m².**



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

In addition, CEMBRE has a production facility in the UK which operates on a **16,300 m² land**.

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

The sales generated in the UK are **13,4% of the consolidated turnover** of the first half of 2026.



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 **6 subsidiaries in Europe** (UK, France, Spain, Germany, Netherlands and Republic of Ireland), **1 in the USA** and **1 in China**.

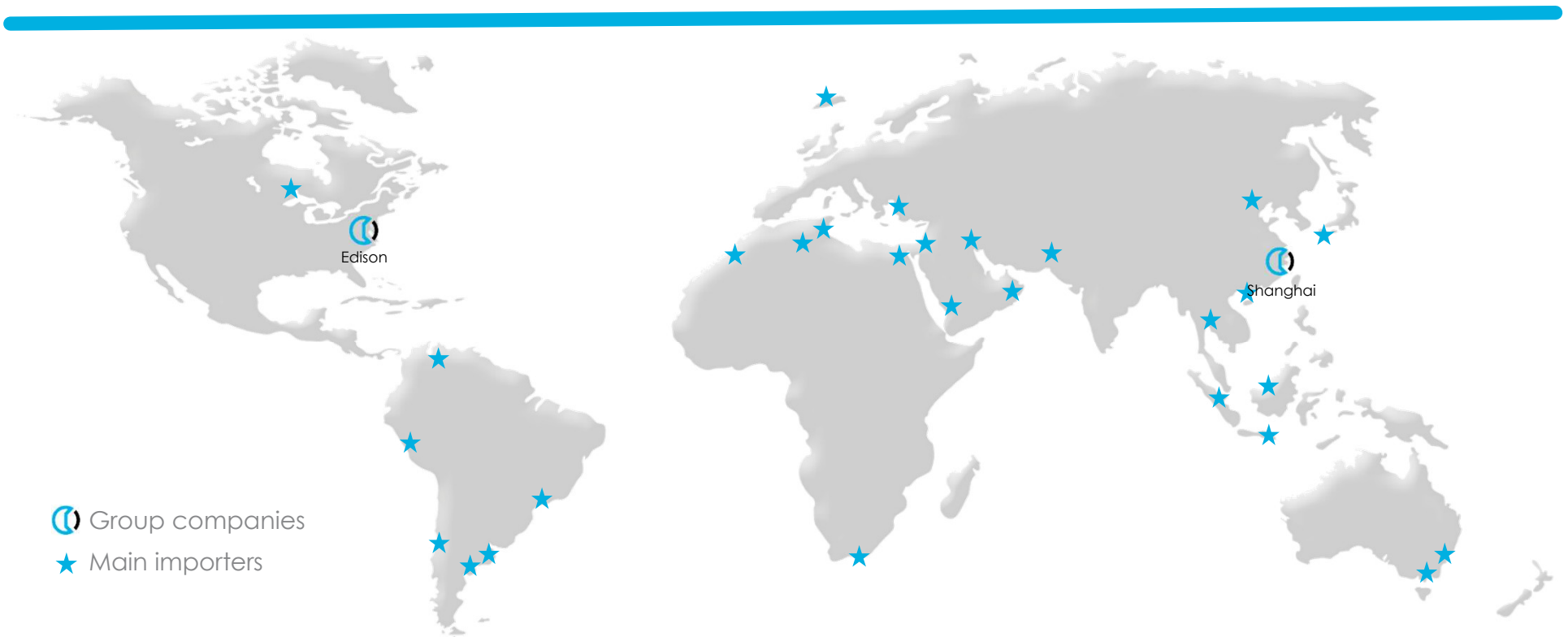
 Group companies

• Regional offices

★ Main importers



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

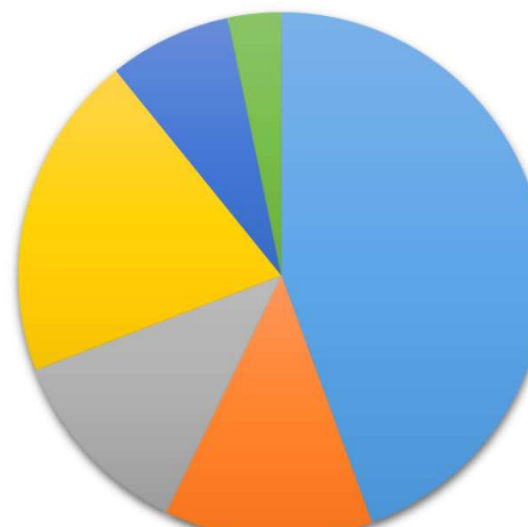


1st Half 2026



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

1st Half 2025



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

	Electr. connectors	Tools	Railway products	Marking systems	Cable glands	Others	Total
1st Half 2026	74,455	18,441	16,562	29,786	11,233	4,668	155,145
	47.99%	11.89%	10.68%	19.20%	7.24%	3.00%	100%
1st Half 2025	60,454	17,436	16,244	27,308	10,262	4,447	136,151
	44.40%	12.81%	11.93%	20.06%	7.54%	3.26%	100%
Change	23.16%	5.76%	1.96%	9.07%	9.46%	4.97%	13.95%

Italy	1 st Half 2026	1 st Half 2025	Change %
Sales	59.4 Mln	53.0 Mln	12,1%
% on total	42.1%	42.6%	

Europe (Italy excluded)	1 st Half 2026	1 st Half 2025	Change %
Sales	64.1 Mln	59.3 Mln	8.1%
% on total	45.4%	47.7%	

Rest of the World	1 st Half 2026	1 st Half 2025	Change %
Sales	17.6 Mln	12.0 Mln	47.1%
% on total	12.5%	9.7%	

€ Millions	1 ST Half 2026	1 ST Half 2025	Change %	1 st Half 2024
Sales	141.2	124.3	13.6%	119.5
EBITDA <i>% of sales</i>	47.3 33.5%	38.5 31.0%	22.8%	34.9 29.2%
EBIT <i>% of sales</i>	39.6 28.0%	31.5 25.4%	25.4%	28.4 23.7%
EBT <i>% of sales</i>	39.4 27.9%	31.3 25.1%	26.2%	28.6 23.9%
Net profit <i>% of sales</i>	28.8 20.4%	22.6 18.2%	27.1%	20.8 17.4%
Tax rate %	27.1%	27.6%		27.1%

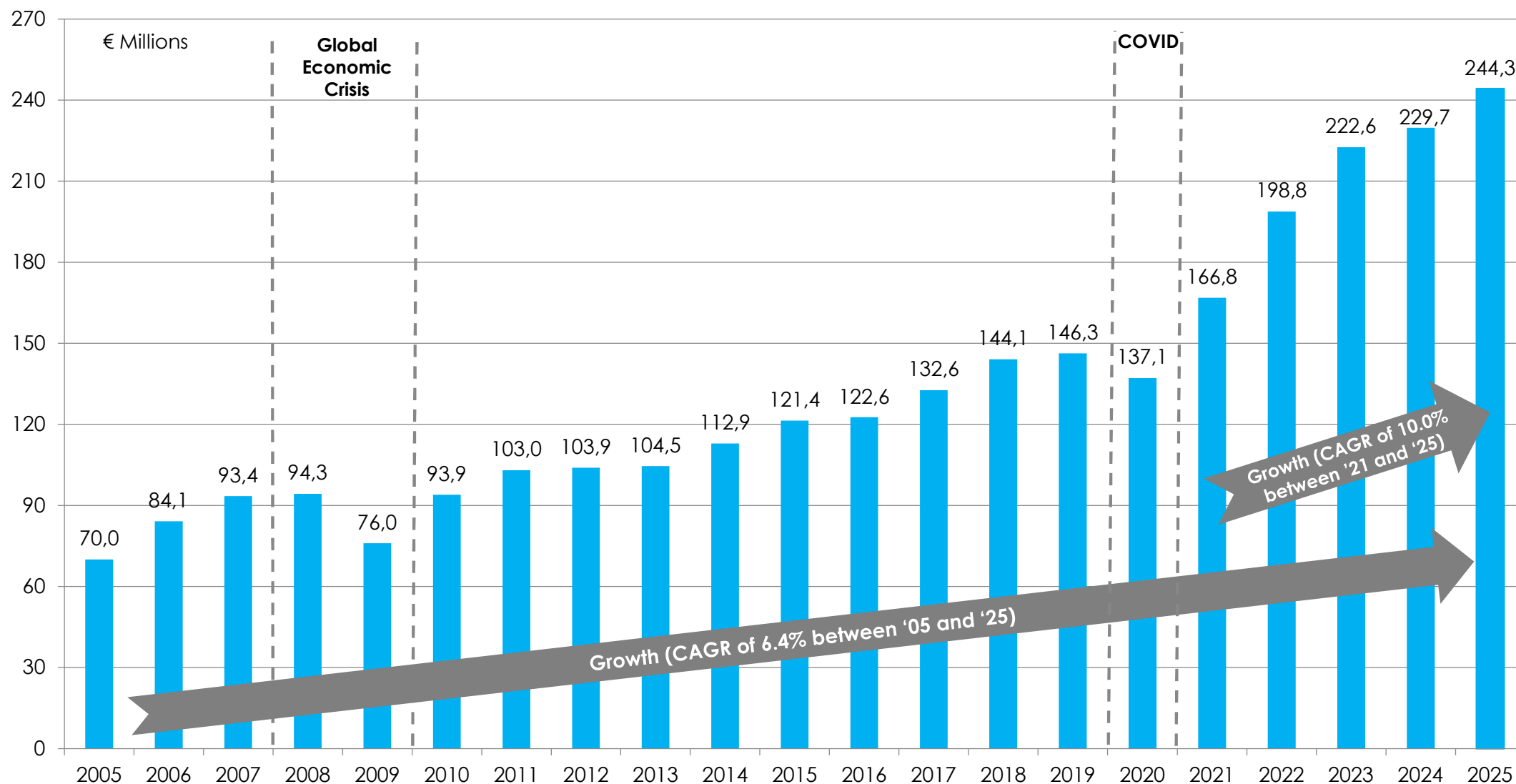
Company (Euro thousands)	1 st Half 2026	1 st Half 2025	Change %	1 st Half 2024
CEMBRE S.p.A. (Italy)	70,181	63,795	10.0%	66,716
CEMBRE Ltd. (UK)	18,908	16,904	11.9%	14,171
CEMBRE S.a.r.l. (France)	7,978	8,450	(5.6%)	8,040
CEMBRE S.L.U. (Spain)	14,545	12,859	13.1%	11,470
CEMBRE GmbH (Germany)	14,456	12,239	18.1%	11,591
CEMBRE Inc. (USA)	12,114	7,852	54.3%	7,525
CEMBRE BV. (Netherlands) **	2,014	1,625	23.9%	-
CEMBRE EL.CON.LIM. (China) **	690	544	26.8%	-
CEMBRE IE. Ltd. (Republic of Ireland) ***	283	-	-	-
CEMBRE Group	141,169	124,268	13.6%	119,513

* net of intragroup sales

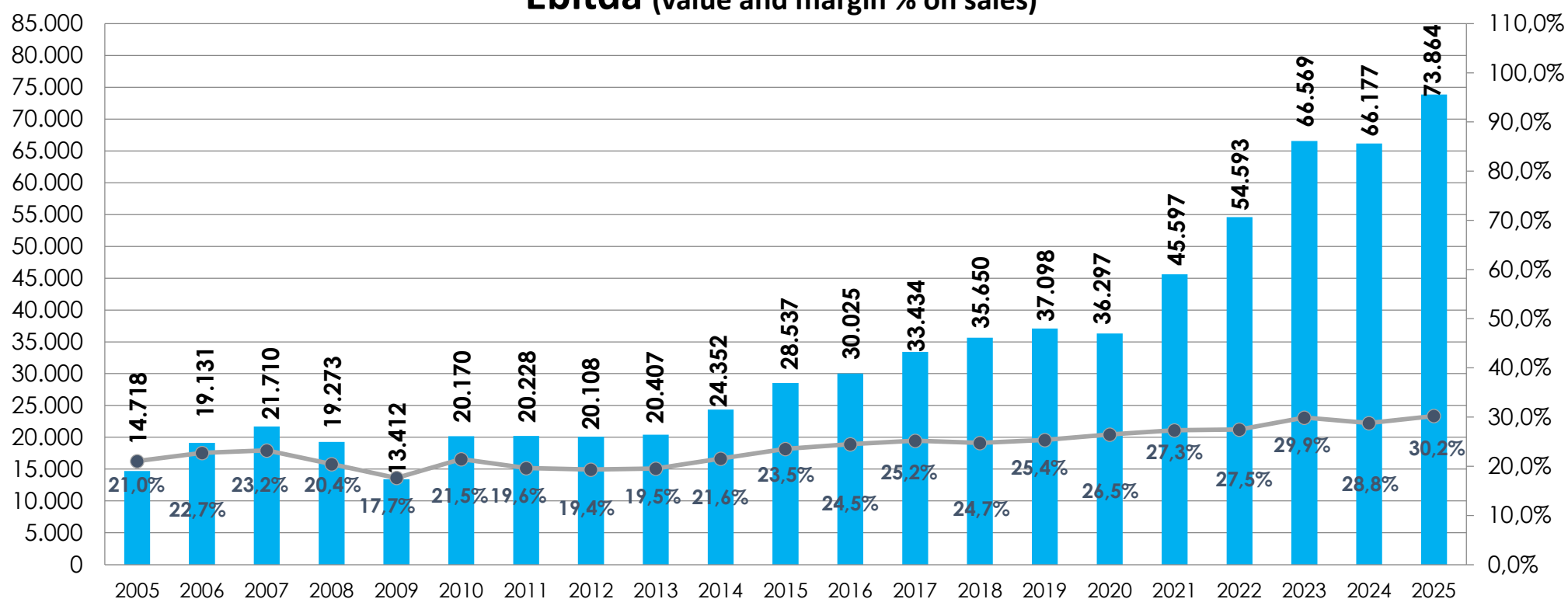
** operating company in 2025

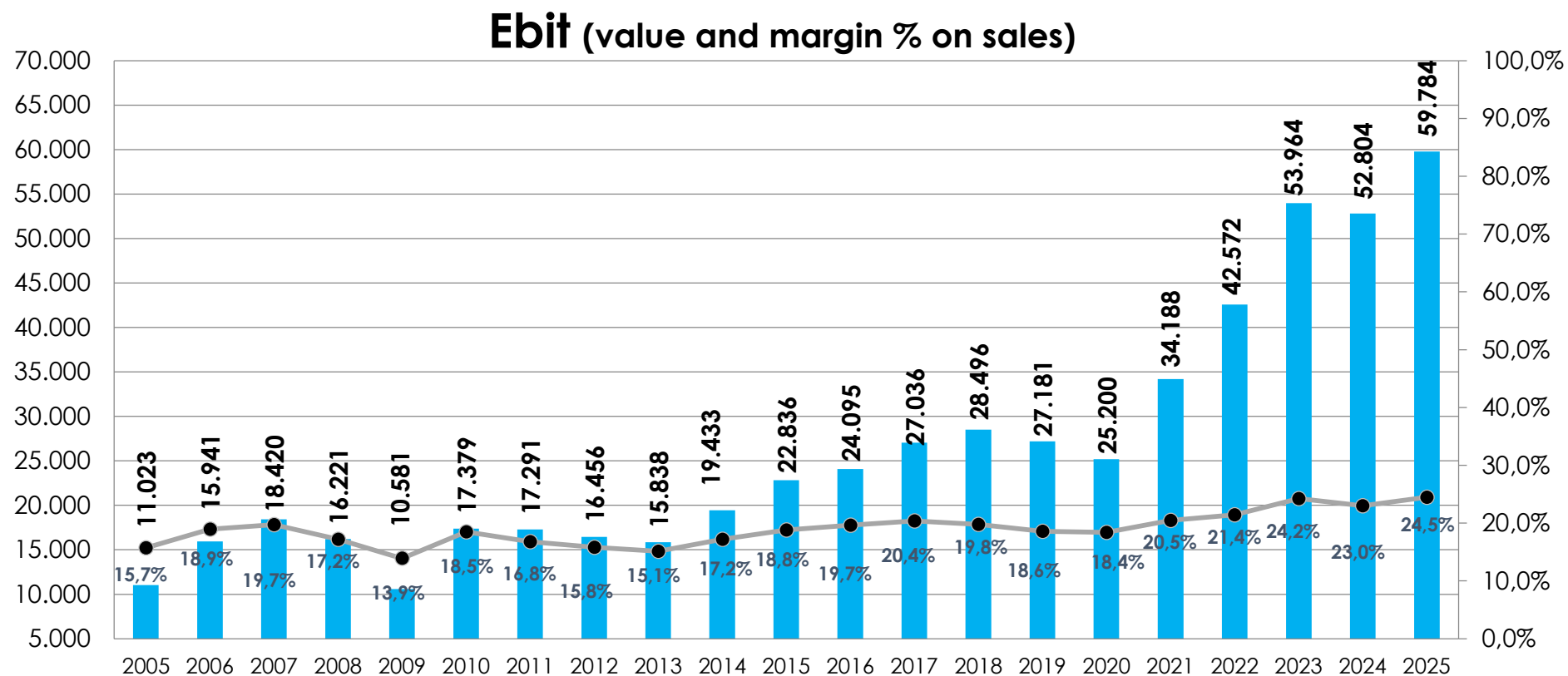
*** operating company in 2026

	€ Millions	Jun. 30, 2026	Jun. 30, 2025	Jun. 30, 2024
a	Net operating working capital <i>% of sales</i>	114.5 46.9%	103.2 44.9%	90.4 40.5%
b	Net fixed assets	146.5	131.9	114.5
c	Assets available for sales	-	-	-
d	Employees' severance indemnities	1.5	1.6	1.7
e	Provisions for risks and charges	0.6	0.4	0.2
f	Deferred taxes	(0.5)	(0.3)	0.3
	Net invested capital (a+b+c-d-e+f)	259.3	232.8	203.3
g	Equity	228.1	209.0	197.1
h	Net financial position	31.2	23.8	6.2
	Total sources (g+h)	259.3	232.8	203.3

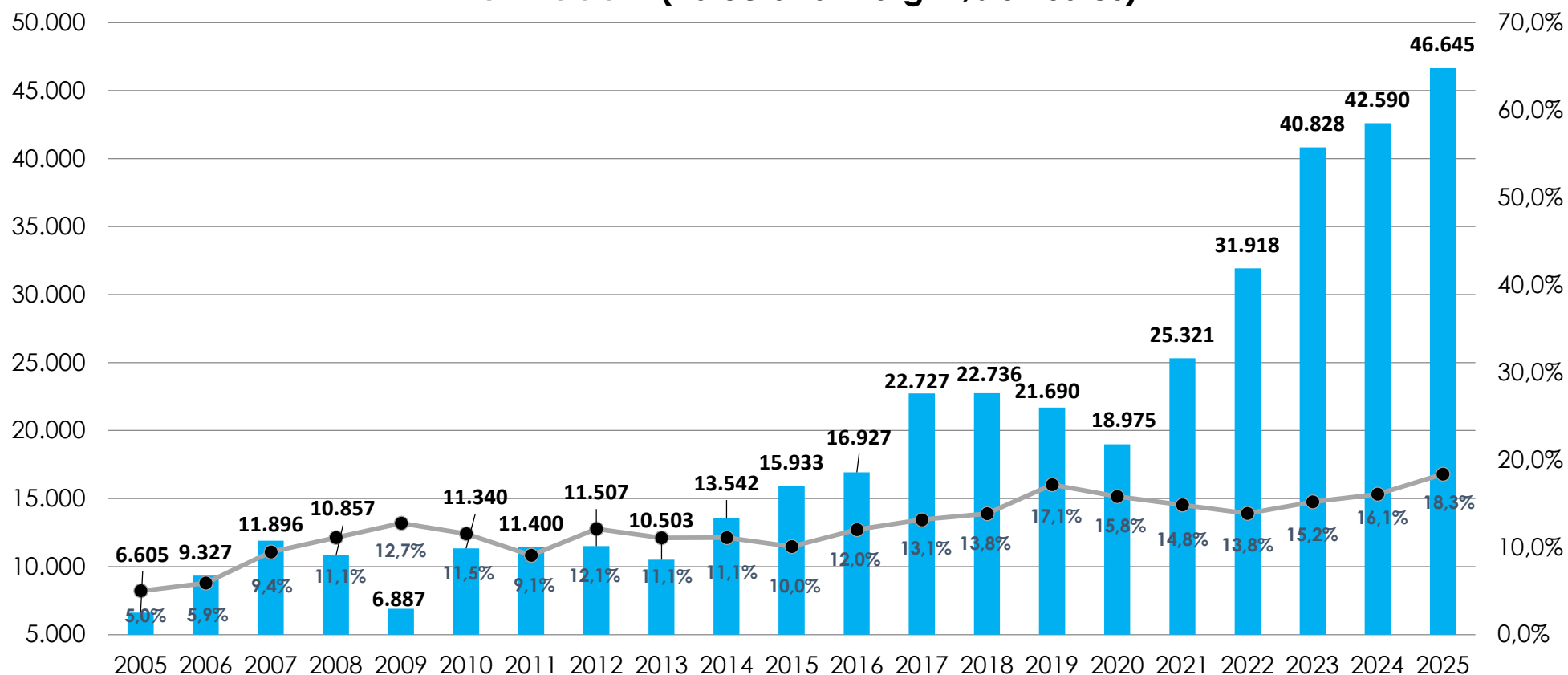


Ebitda (value and margin % on sales)

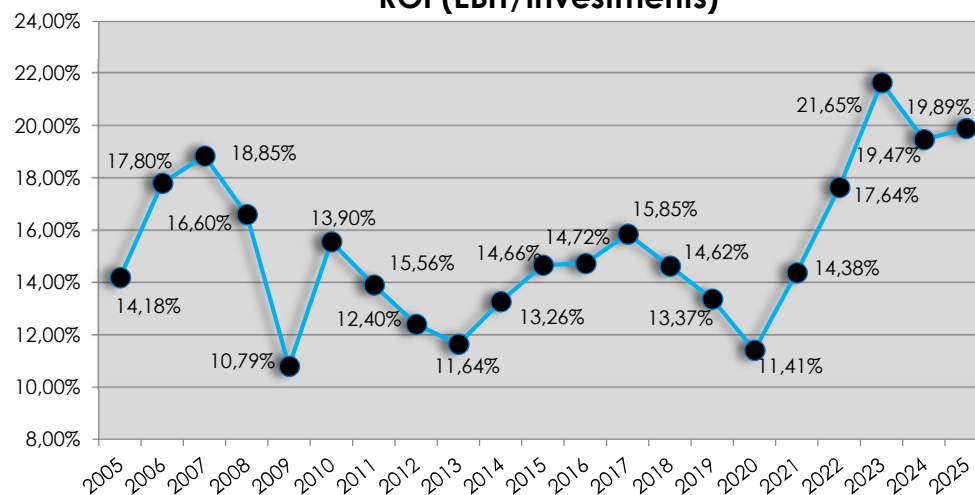




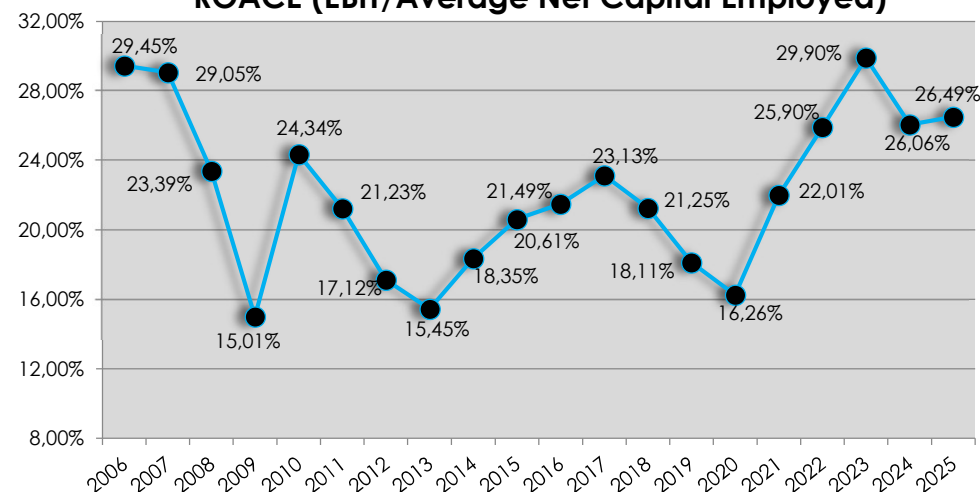
Net result (value and margin % on sales)



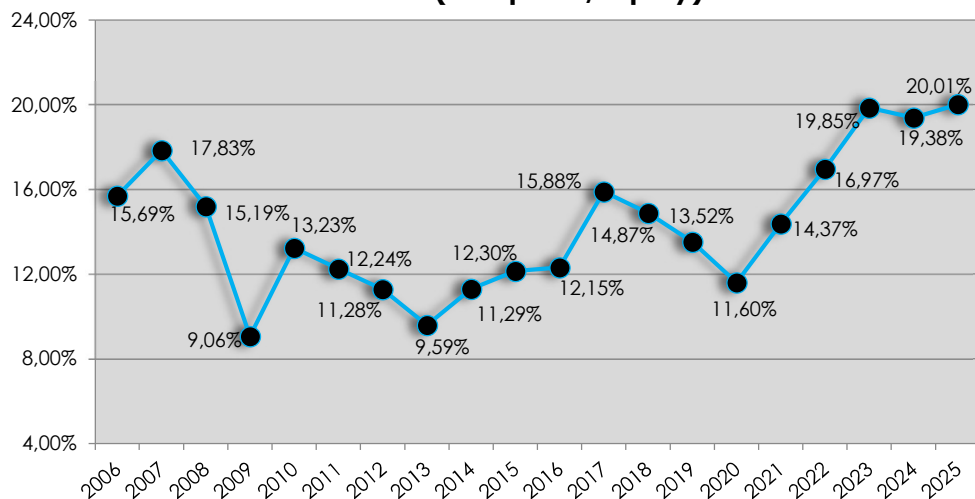
ROI (EBIT/Investments)



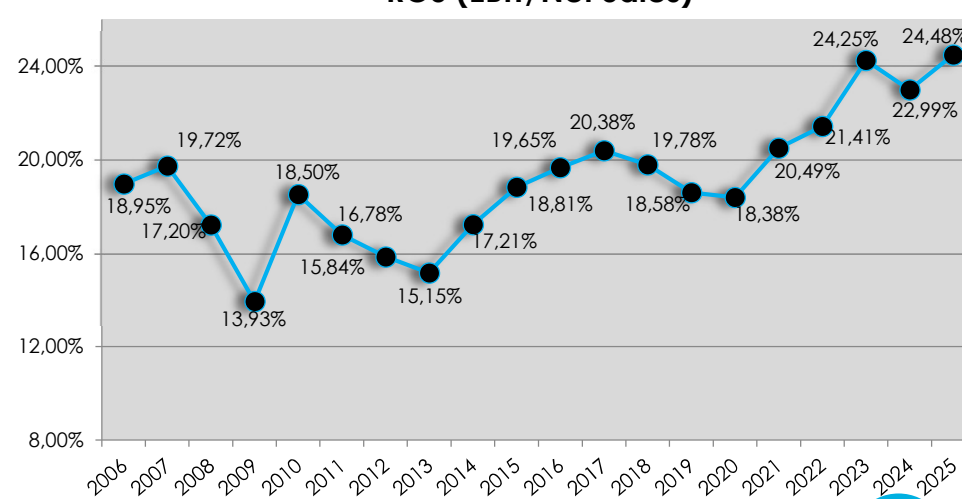
ROACE (EBIT/Average Net Capital Employed)



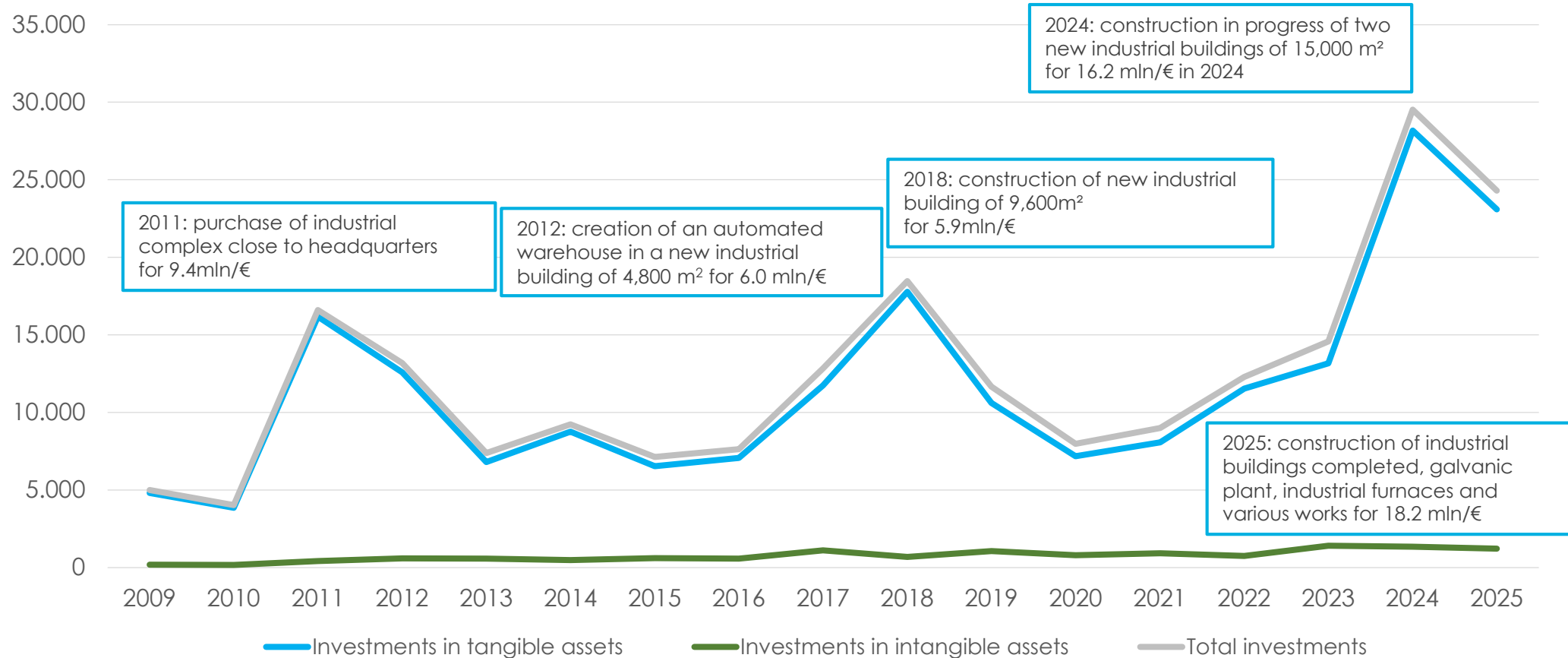
ROE (Net profit/Equity)



ROS (EBIT/Net Sales)



INVESTMENTS TREND



€ '000	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Investments in tangible assets	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	13,162	28,178	23,093
Investments in intangible assets	182	169	418	597	573	477	601	569	1,101	691	1,057	793	919	750	1,407	1,341	1,212
Total investments	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	14,569	29,519	24,305

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
- A **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, with a storage capacity of 60,000 boxes (box size 60*40*32), has been operating from January, 2013.

In 2025 two new industrial buildings, for a total of 15,000 m², were completed. The electrical connectors production line was relocated to these new buildings at the beginning of 2026; the project required an investment of €42mln with no-repayable grants totaling €4.9mln.



CEMBRE

data updated at September 11, 2026



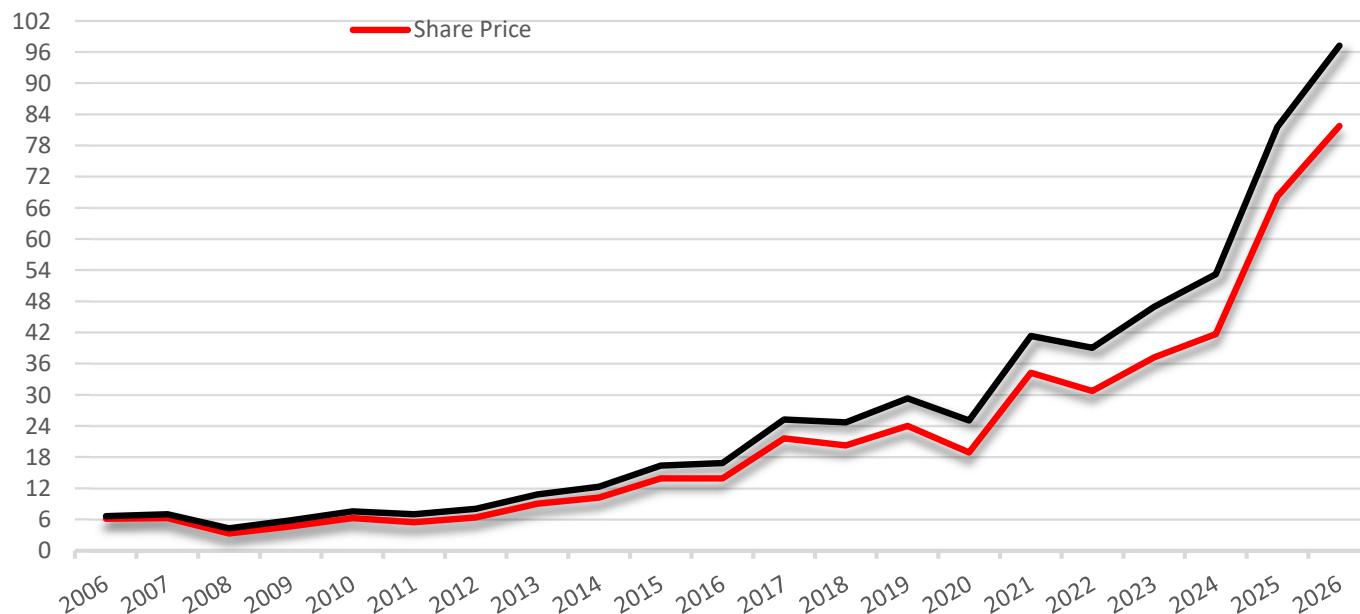
CEMBRE has been listed since December 1997, and is a part of the **Star Index** since September 2001.

Shareholders	Share
LYSNE Spa	51.57%
Sara Rosani	8.65%
Giovanni Rosani	8.53%
Anna Maria Onofri	0.70%
Others	30.55%

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Dividend per share (€)	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	1.80	1.88	2.06
Payout Ratio ¹	39%	40%	37%	25%	30%	39%	24%	24%	42%	45%	49%	70%	59%	66%	69%	79%	79%	74%	74%	74%	74%
Dividend Yield ²	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%	4.8%	4.5%	3.0%

¹ Using consolidated profit

² Using the year-end share price



Total return* 2006-2026
+14.4%
 CAGR

Performance 2006-2026**
+13.8%
 CAGR

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

** **Performance** is the average 'Share price' growth in the period

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
A) Share price¹	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	37.20	41.70	68.20	81.8 ²
Change in share price	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%	21.2%	12.0%	63.6%	19.9%
Received dividend	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	1.80	1.88	2.06
B) Accrued received dividends	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	11.52	13.40	15.46
Share return (A+B)	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	46.92	53.20	81.60	97.26
Price quota	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%	79.3%	78.4%	83.6%	84.1%
Dividend quota	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%	20.8%	21.7%	16.4%	15.9%

¹ at the end of the year

² at September 10, 2026

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.