



CEMBRE

Investor presentation

Results of financial year 2020

- CEMBRE at a glance
- Group management team
- Main product lines & applications
- Results of financial year 2020
- Financial year 2020 guidance
- Stock data & shareholding structure
- Contact

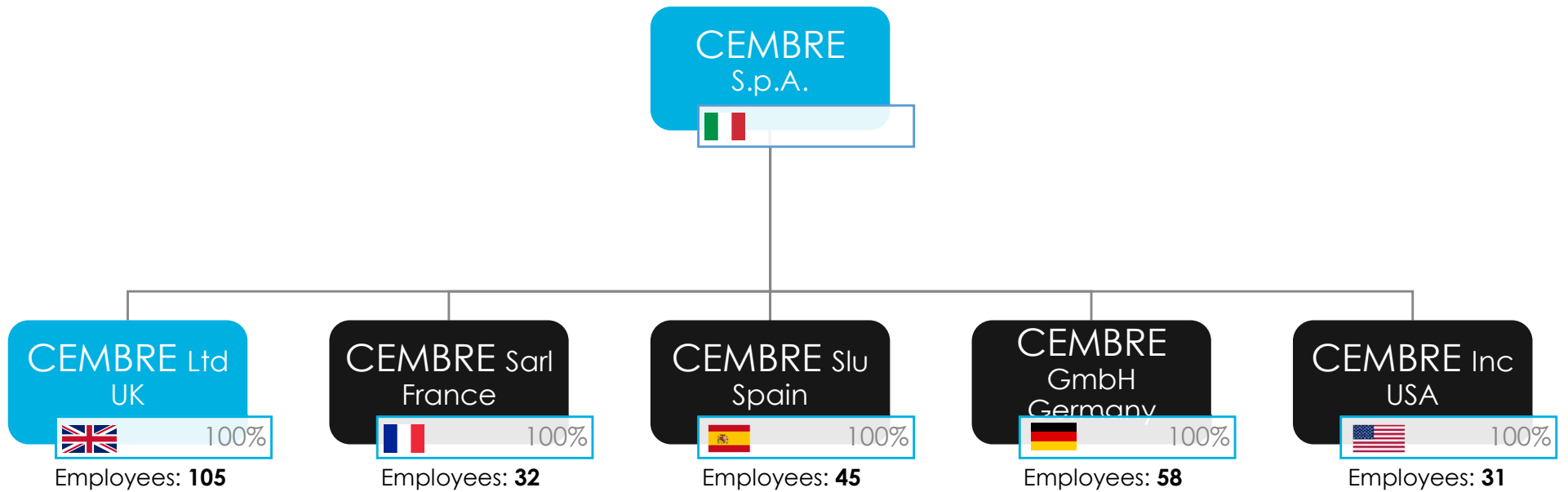
- CEMBRE is **Europe's leading** manufacturer of electrical crimp type connectors and related installation tools.
- The Group has grown its revenues by a **CAGR of 4.6%** in the last 20 years (2001-2020), from 56 M€ in 2001 to 137.1 M€ in 2020. In the last 5 years the Group has grown by a **CAGR of 2.3%** (2016-2020).
- It is a dividend payer with a 20 years average dividend **payout ratio of 45,2%**, and an **average dividend yield of 3.7%** (2000-2020). The average dividend yield in the last 5 years has been of **4.3%** (2016-2020).
- In 2020, the Group invested **8,0 M€**; the total amount of investments made by the company in the last five years (2016-2020) is **58,6 M€**; at December 31, 2019 investments amounted to **11,7 M€**.
- The product mix (a total of more than 18K end products sold during 2020) is offered to around 7K single clients around the world, with 10-biggest clients' purchases corresponding to **c.18% 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



- Manufacturing and trading unit
- Trading unit

The Group employs
759 employees worldwide
 (at December 31, 2020)



R&D

•21



Manufacturing

•432



Marketing, Sales & Distribution

•223



Administration & services

•83

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 (120 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

18,000 product types
sold every year

4.5 Millions electrical
connectors sold by
CEMBRE Group
each working day

22,800 product types
for immediate delivery

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.**

In December 2011 CEMBRE purchased a 13,500 m² industrial area next to its plant, by investing 9,7 M€.



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

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 **12% of the consolidated turnover** of the financial year 2020.



CEMBRE Ltd. – Factory in Curdworth Birmingham (UK)

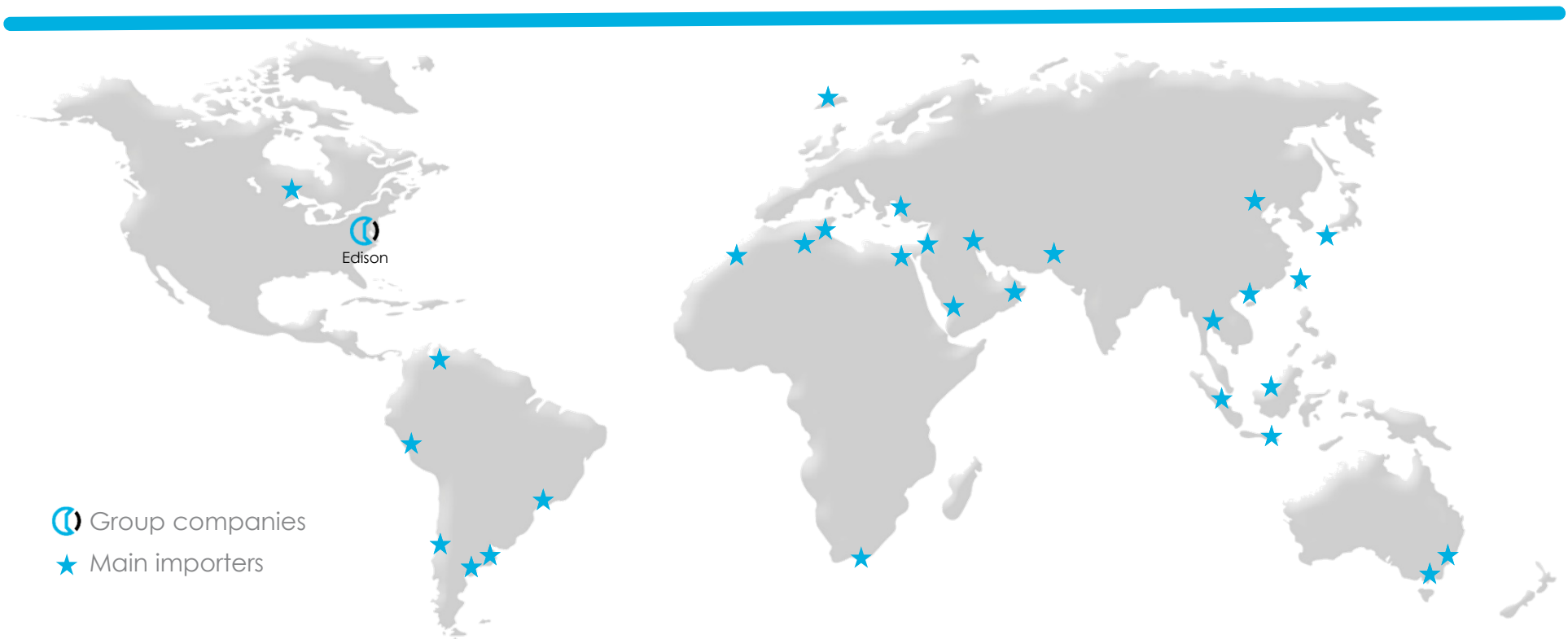
CEMBRE is present all over the Italian territory through a **network of salesmen and representatives** who are able to offer fast and constant technical assistance.

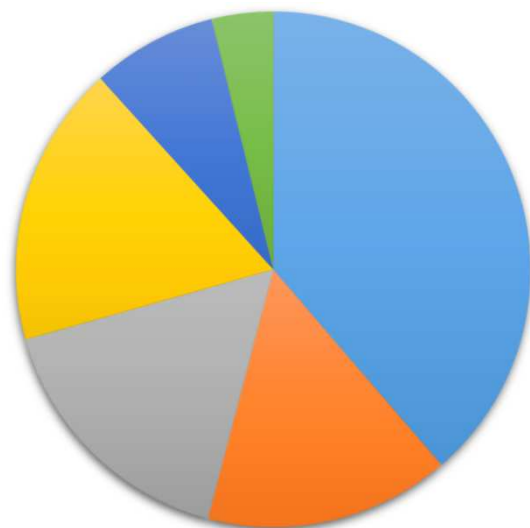
Abroad, it operates through **4 subsidiaries in Europe** (UK, France, Spain and Germany) and **1 in the USA**.

-  Group companies
-  Regional offices
-  Main importers

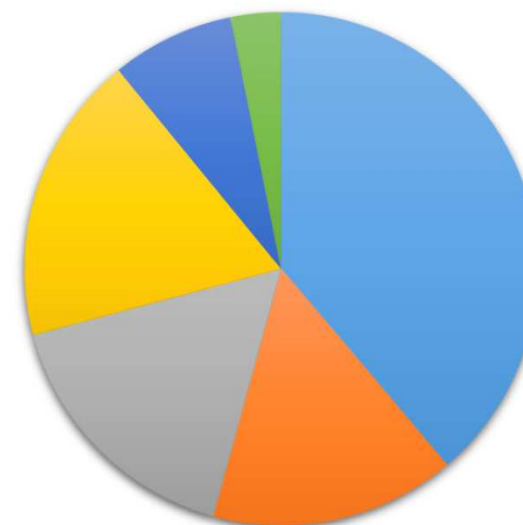


CEMBRE has a **network of importers and agents** who provide **technical and commercial assistance** and **rapid delivery worldwide**



2020


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

2019


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

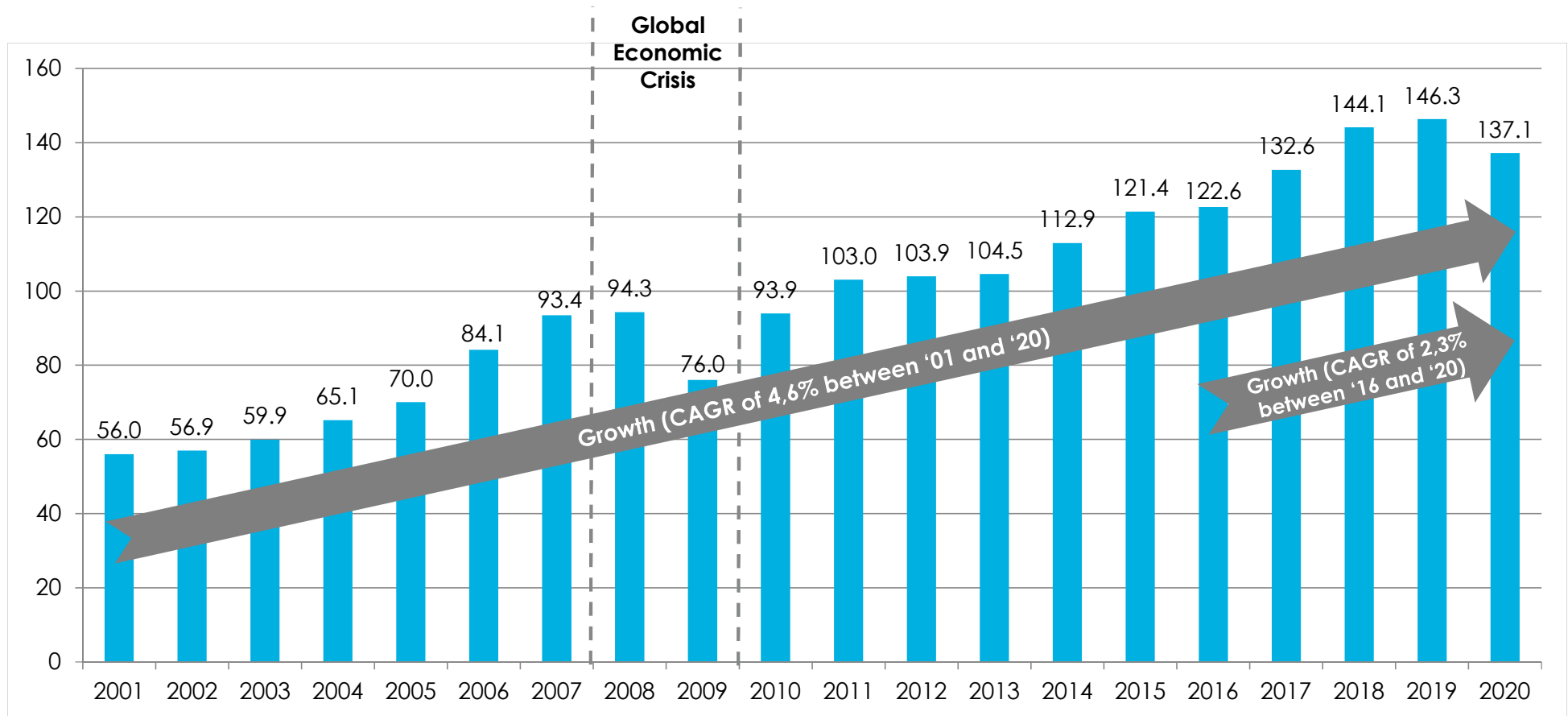
	Electr. connectors	Tools	Railway products	Marking systems	Cable glands	Others	Total
2020	57,114 38.68%	22,779 15.43%	24,364 16.50%	26,097 17.68%	11,628 7.88%	5,668 3.84%	147,650 100%
2019	61,118 38.82%	24,319 15.45%	26,090 16.57%	28,749 18.26%	12,197 7.75%	4,968 3.16%	157,441 100%
Change	-6.55%	-6.33%	-6.62%	-9.22%	-4.67%	14.09%	-6.22%

Italy	2020	2019	Δ
Sales	56.0 M	58.5 M	-4.3%
% on total	40.8%	40.0%	

Europe (Italy excluded)	2020	2019	Δ
Sales	64.0 M	68.8 M	-6.9%
% on total	46.7%	47.0%	

Rest of the World	2020	2019	Δ
Sales	17.1 M	19.1 M	-10.2%
% on total	12.5%	13.0%	

€ Millions



€ Millions	2020	2019	Change %	2018
Sales	137.1	146.3	-6.3%	144.1
EBITDA <i>% of sales</i>	36.3 26.5%	37.1 25.4%	-2.2%	35.7 24.7%
EBIT <i>% of sales</i>	25.2 18.4%	27.2 18.6%	-7.3%	28.5 19.8%
EBT <i>% of sales</i>	24.9 18.2%	26.9 18.4%	-7.6%	28.4 19.7%
Net profit <i>% of sales</i>	19.0 13.8%	21.7 14.8%	-12.5%	22.7 15.8%
Tax rate %	23.8%	19.5%		19.8%

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. The renewal of the agreement for tax years 2020-2024 is under evaluation, but, at the time of present document, the closing date and the result of this process is not foreseeable.

€ Millions	2019	2018	2017
Fiscal benefit	1.7	1.8	1.7
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%

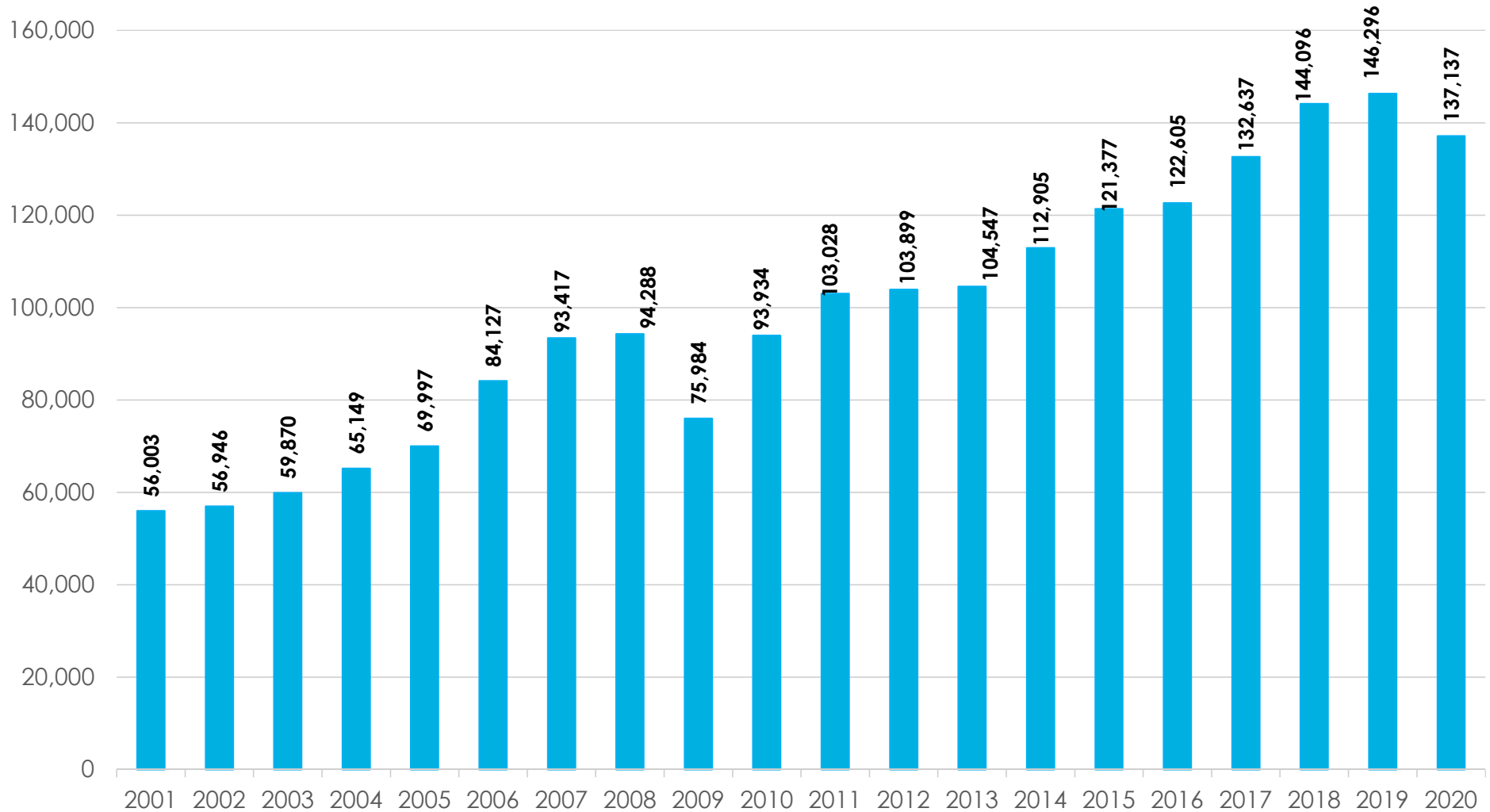
Company <i>(Euro thousands)</i>	2020	2019	Changes %	2018
CEMBRE S.p.A. (Italy)	73,578	76,917	-4.3%	77,955
CEMBRE Ltd. (UK)	16,688	19,274	-13.4%	18,336
CEMBRE S.a.r.l. (France)	9,557	10,654	-10.3%	10,089
CEMBRE España S.L.U. (Spain)	11,107	11,765	-5.6%	10,853
CEMBRE GmbH (Germany)**	15,587	15,149	2.9%	12,987
CEMBRE Inc. (USA)	10,620	12,537	-15.3%	13,876
CEMBRE Group	137,137	146,296	-6.3%	144,096

* net of intragroup sales

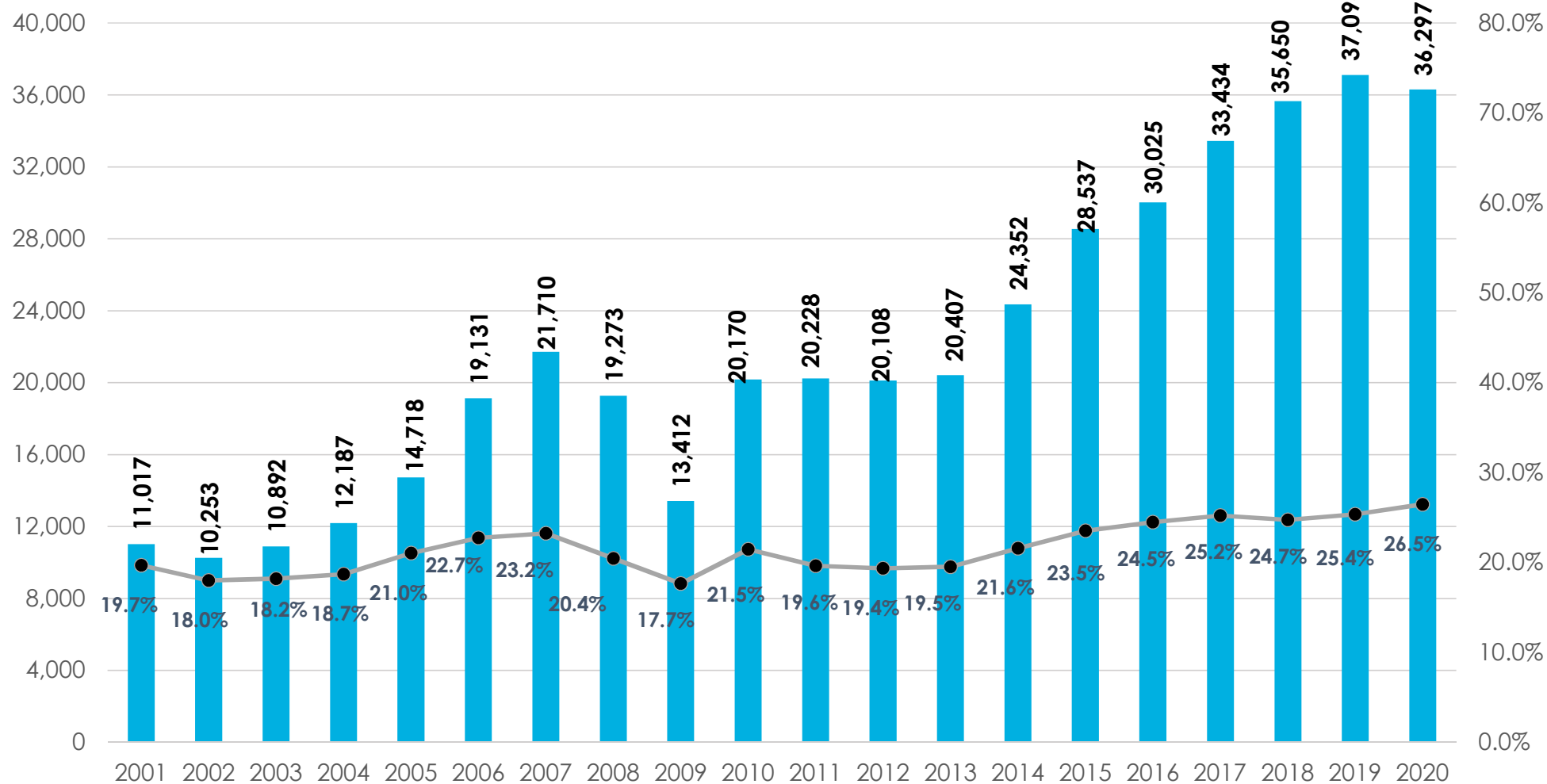
** 2019 and 2018 data include IKUMA turnover

	€ Millions	Dec. 31, 2020	Dec. 31, 2019	Dec. 31, 2018
a	Net operating working capital <i>% of sales</i>	56.2 41.0%	54.4 37.2%	55.3 38.4%
b	Net fixed assets	104.3	106	96
c	Assets available for sales	-	-	-
d	Employees' severance indemnities	2.2	2.4	2.5
e	Provisions for risks and charges	0.2	0.3	0.6
f	Deferred taxes	2.9	2.9	2.8
	Net invested capital (a+b+c-d-e-f)	155.2	154.8	145.4
g	Equity	163.6	160.4	152.9
h	Net financial position	(8.4)	(5.6)	(7.5)
	Total sources (g+h)	155.2	154.8	145.4

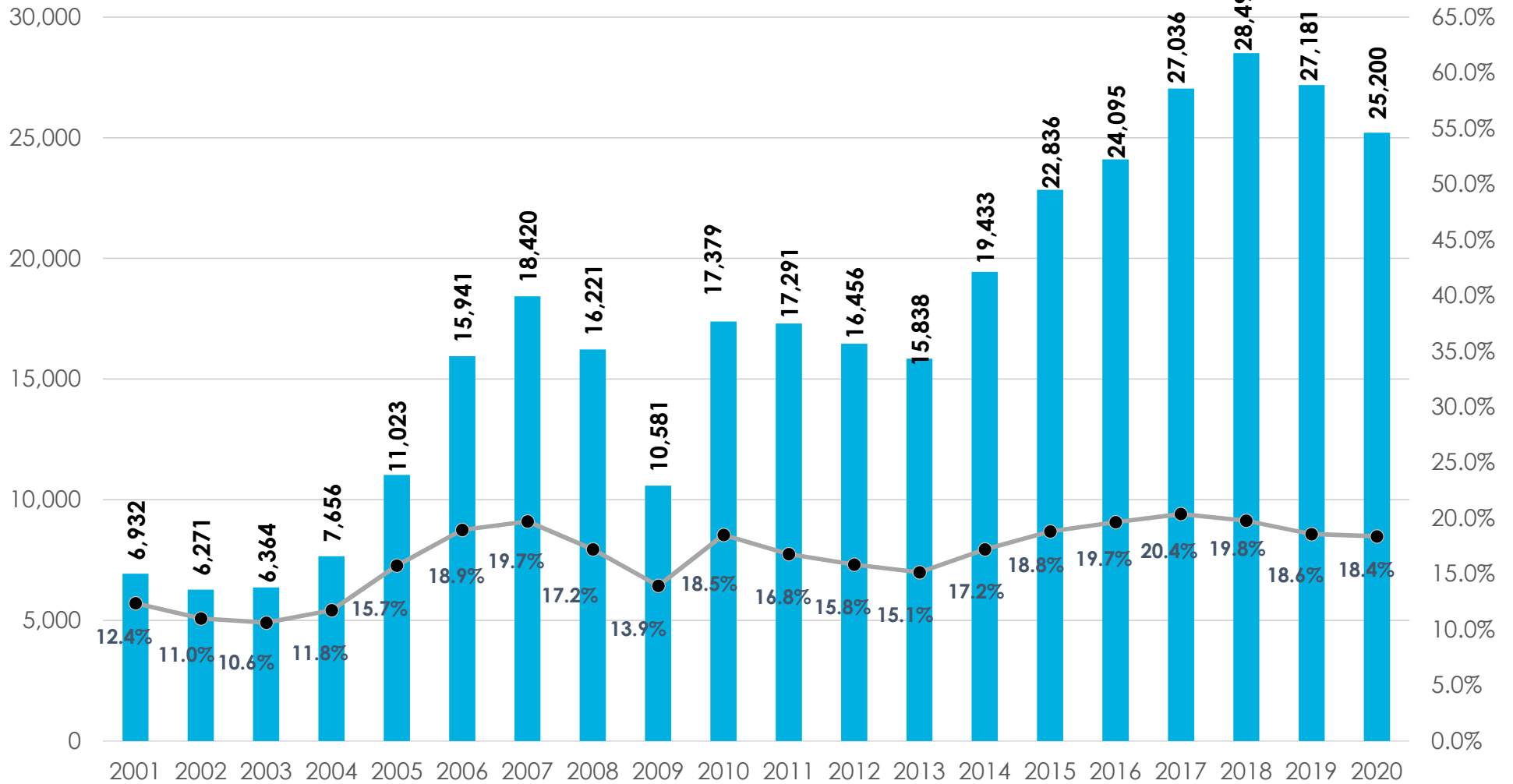
Revenues



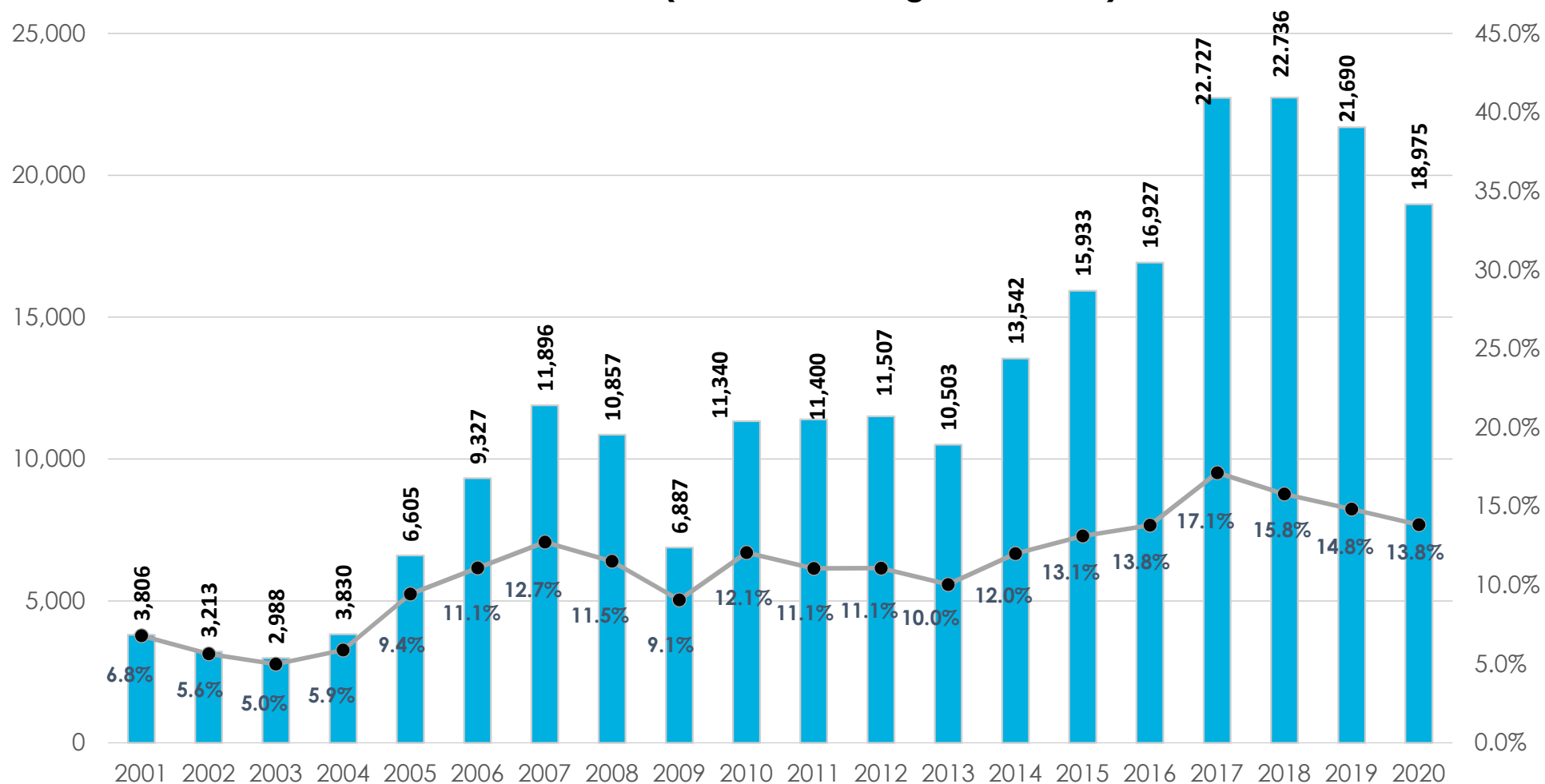
Ebitda (value and margin % on sales)



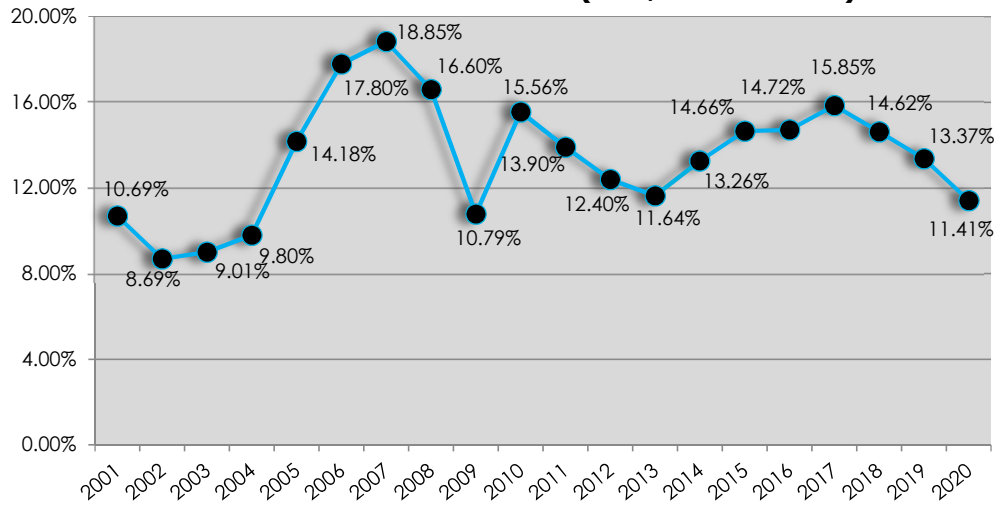
Ebit (value and margin % on sales)



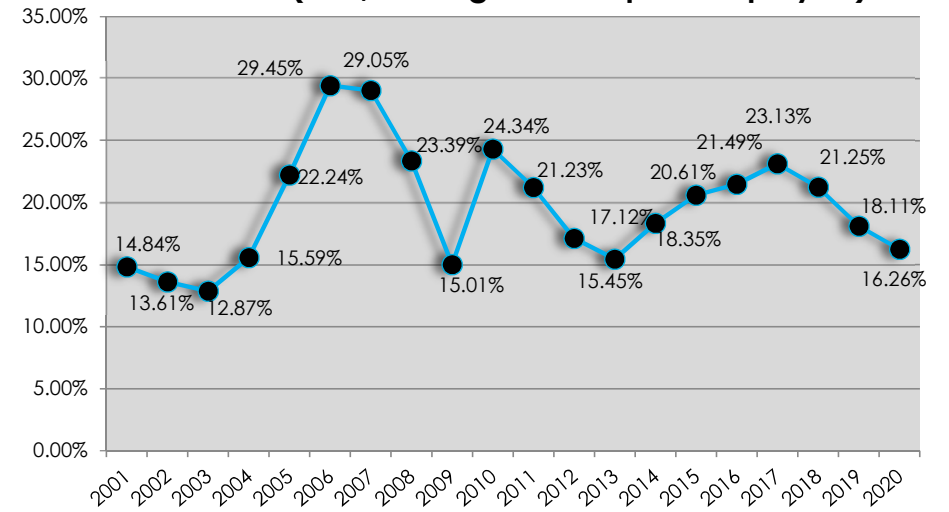
Utile netto (value and margi % on sales)



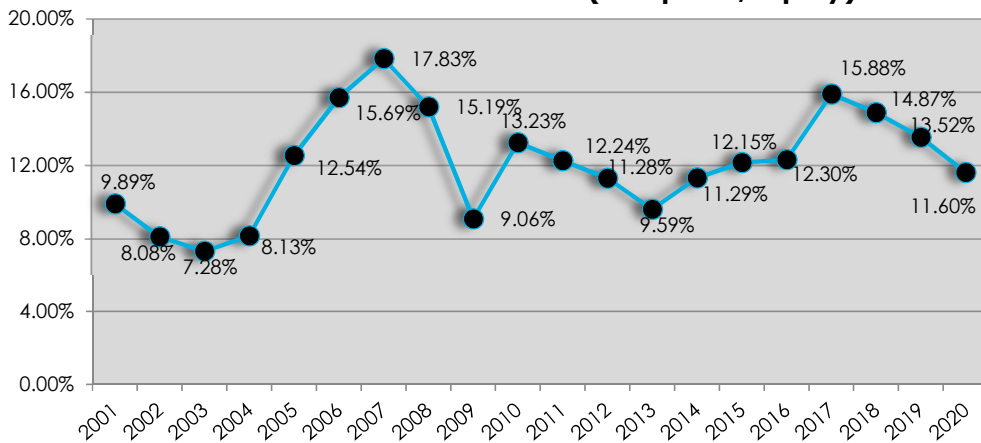
ROI (EBIT/Investments)



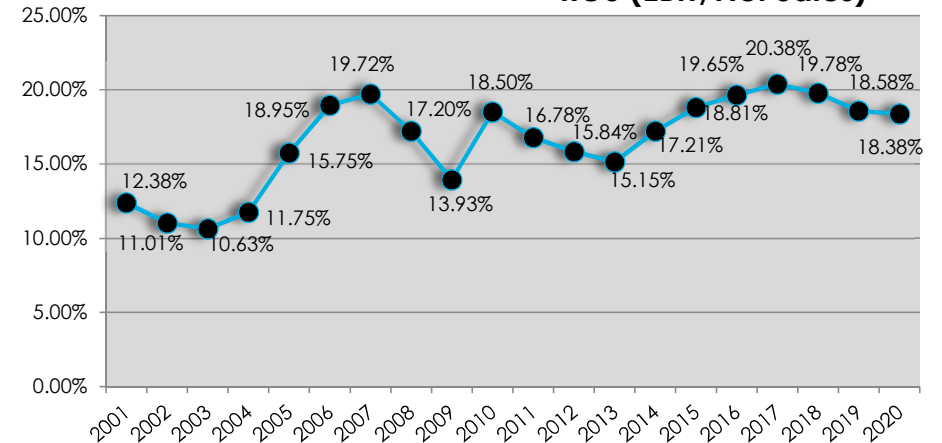
ROACE (EBIT/Average Net Capital Employed)

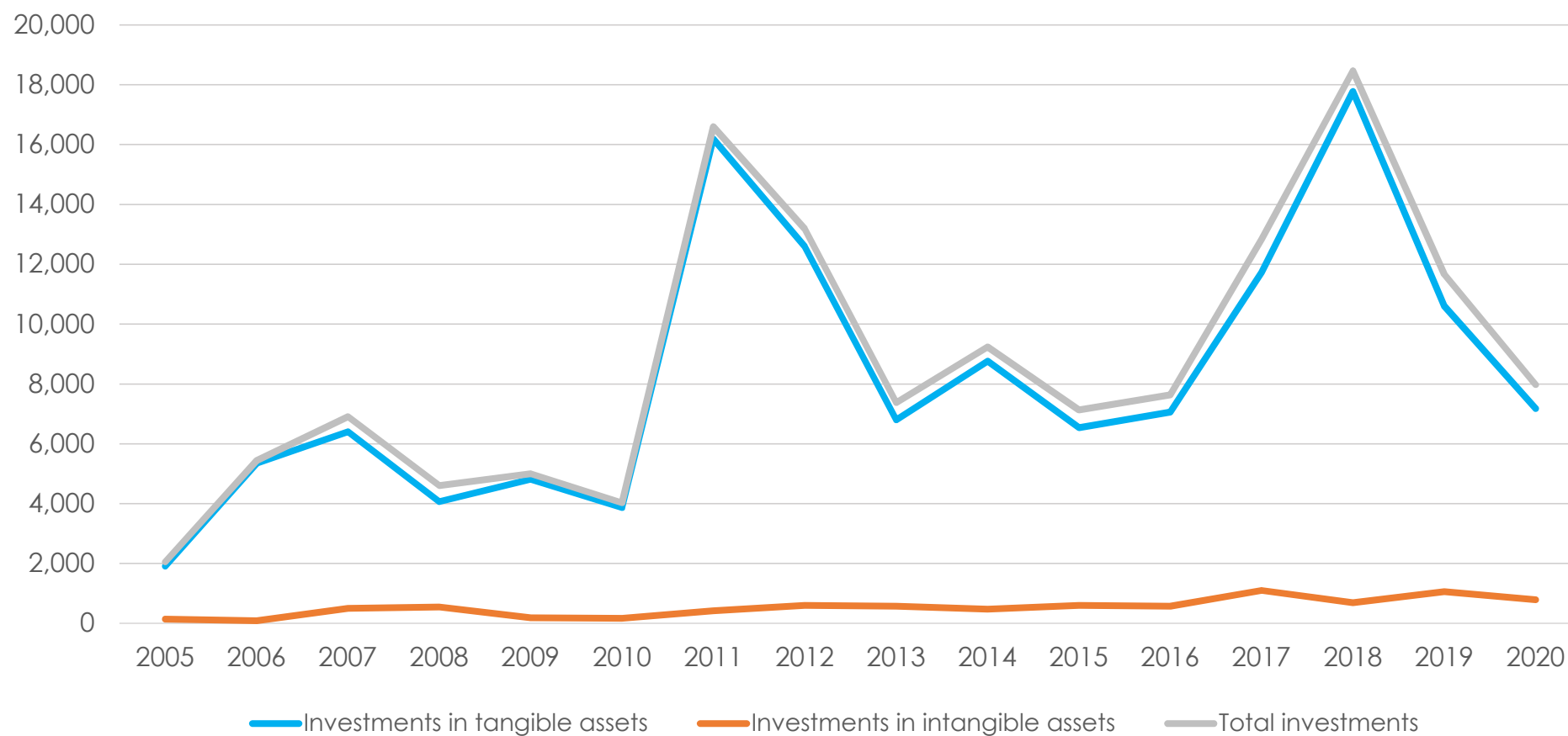


ROE (Net profit/Equity)



ROS (EBIT/Net Sales)





€ '000	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
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	7,181
Investments in intangible assets	142	87	500	544	182	169	418	597	573	477	601	569	1,101	691	1,057	793
Total investments	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	18,466	11,666	7,974

Implications of COVID-19 pandemic

- In **2020** Cembre Group incurred the following additional costs:

Amount	Description
196,000 €	Implementation of COVID-19 prevention measures (purchase of personal protective equipment and of hygiene products, sanitisation of environments, antibody tests and flu vaccination for employees)
18,000 €	equipment (thermal scanners)
410,800 €	salary compensation (to partially compensate the reduction in wages that occurred during the furlough, used during activities lock-down period) and an attendance bonus for those who worked "in presence" during the 2020 lock-down period from March 23 to April 17
98,000 €	donations to institutions committed on the front line of the fight against the virus
722,800 €	TOTAL COSTS

- Cembre Group used for the first time in his history Government wages guarantee fund (Cassa Integrazione), but product deliveries have never been interrupted because the Group supplies railway and electrical companies

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.

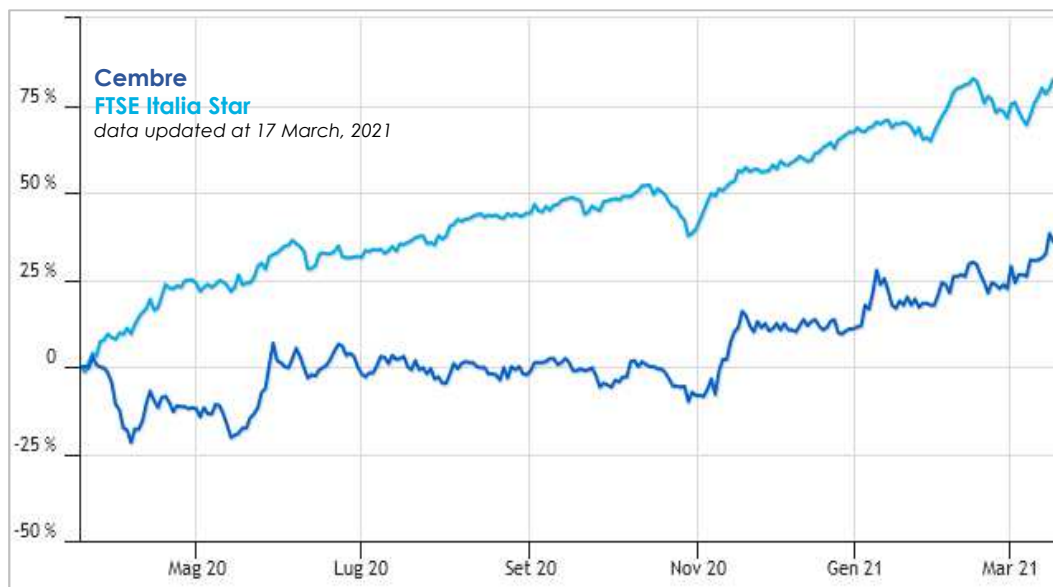
This automated warehouse is **3 time more efficient**, and has a 50% increase in end-product capacity warehousing compared to the previous automated warehouse that has been converted to stock raw material.

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.**





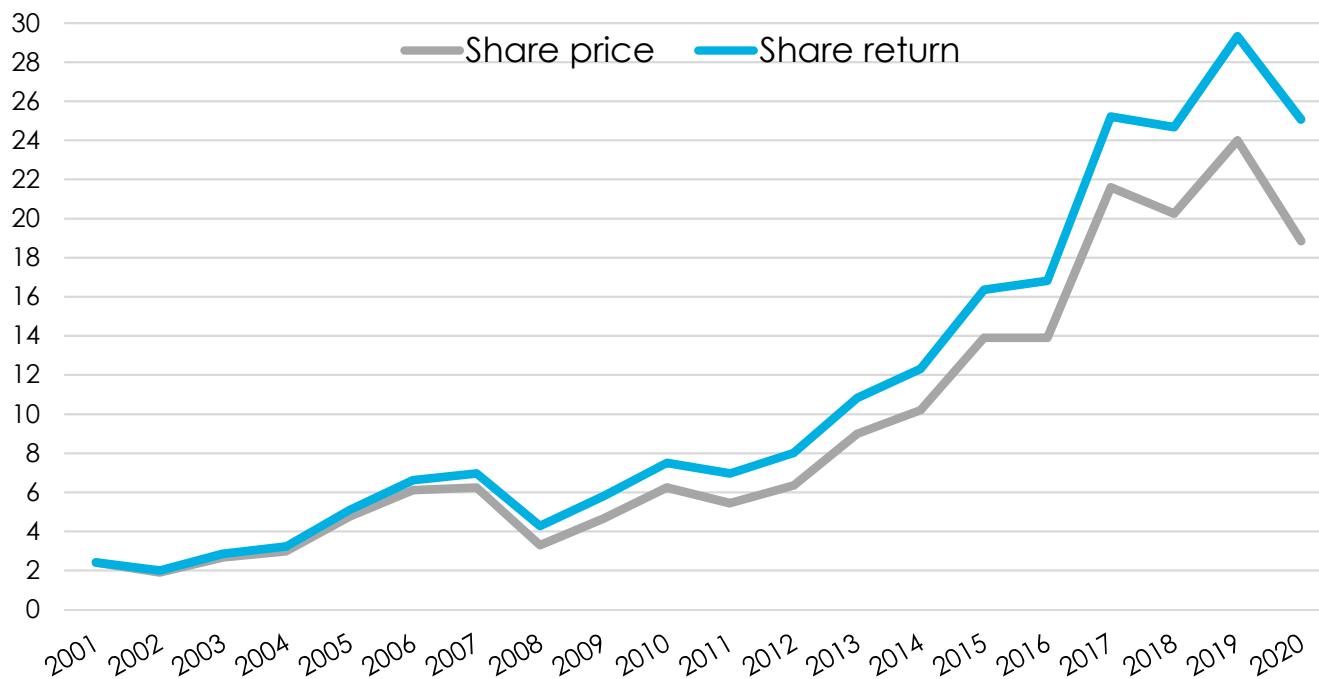
Cembre has been listed since December 1997, and is a part of the Star Index since September

Shareholders	Share
LYSNE Spa	52.39%
Sara Rosani	8.65%
Giovanni Rosani	8.53%
Anna Maria Onofri	0.71%
Others	29.72%

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
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	0.90
Payout Ratio ¹	44%	42%	41%	41%	39%	40%	37%	25%	30%	39%	24%	24%	42%	45%	49%	70%	59%	66%	69%	79%
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%	4.4%	4.8% ³	4.8%

¹ Using consolidated profit

² Using the year-end share price



Total return* 2001-2020
+12,4%
 CAGR

Performance 2001-2020**
+10,8 %
 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
A) Share price ¹	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	18,85
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%	-6.3%	18.5%	-21.5%
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	0,80	0,90	0,90
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	4,42	5,32	6,22
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	24,67	29,32	25,07
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%	82.1%	81.9%	75.2%
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%	17.9%	18.1%	24.8%

¹ at the end of the year

Thank you

Claudio Bornati
CFO & IR

Via Serenissima 9 • 25135 Brescia (BS) ITALY
ph. +39 030 36921
claudio.bornati@cembre.com
cembre.com

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.