



CEMBRE

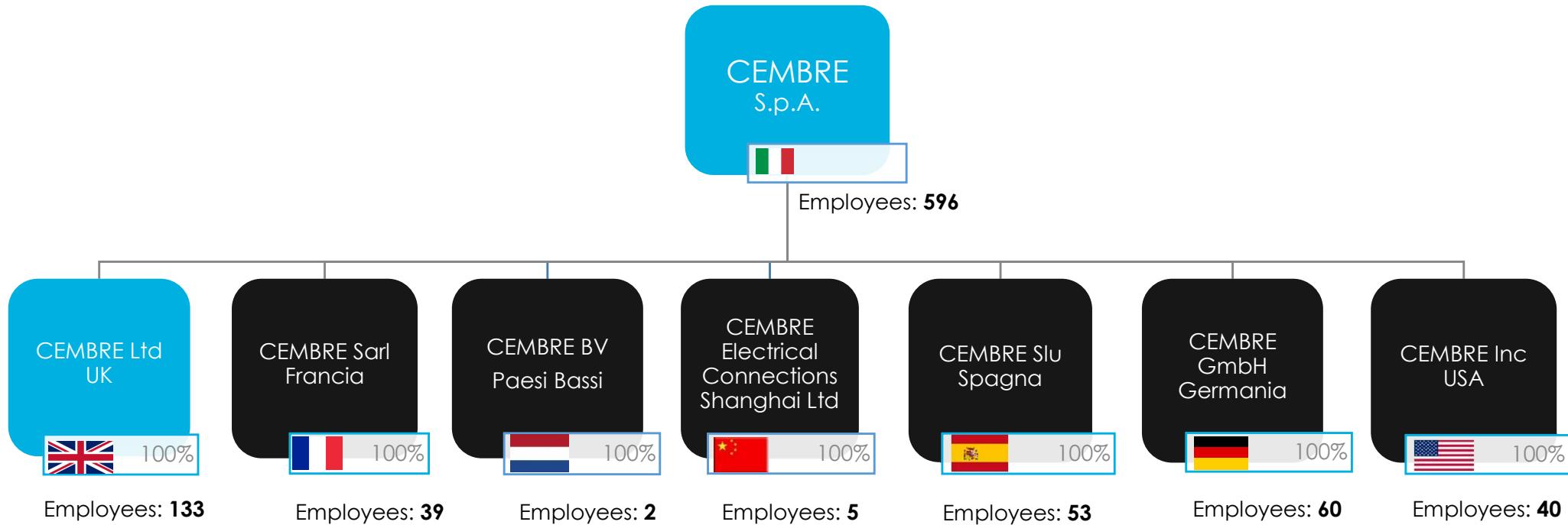
Investor presentation

Results of First Nine Months 2025



- 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, from 65.1 M€ in 2004 to 229.7 M€ in 2024. In the last 5 years the Group has grown by a **CAGR of 9.4%** from 146.3 M€ in 2019 to 229.7 M€ in 2024.
- It is a dividend payer with a 20 years average dividend **payout ratio of 51.9%**, and an **average dividend yield of 3.8%** (2005-2024). The average dividend yield in the last 5 years has been of **4.4%** (2020-2024).
- In 2024, the Group invested **29.5 M€**; the total amount of investments made by the company in the last five years (2020-2024) is **73.3 M€**; at December 31, 2023 investments amounted to **14.6 M€**.
- The product mix (a total of around 18K end products sold during 2024) is offered to around 5K single clients around the world, with 10-biggest clients' purchases corresponding to approximately **23.2% 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
928 employees worldwide
 (average data at September 30, 2025)



R&D

• 30



Manufacturing & logistics

• 527



Sales & Marketing

• 263



Administration & services

• 108

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

CEMBRE is **Europe's leading manufacturer** of electrical crimp type connectors and related installation tools



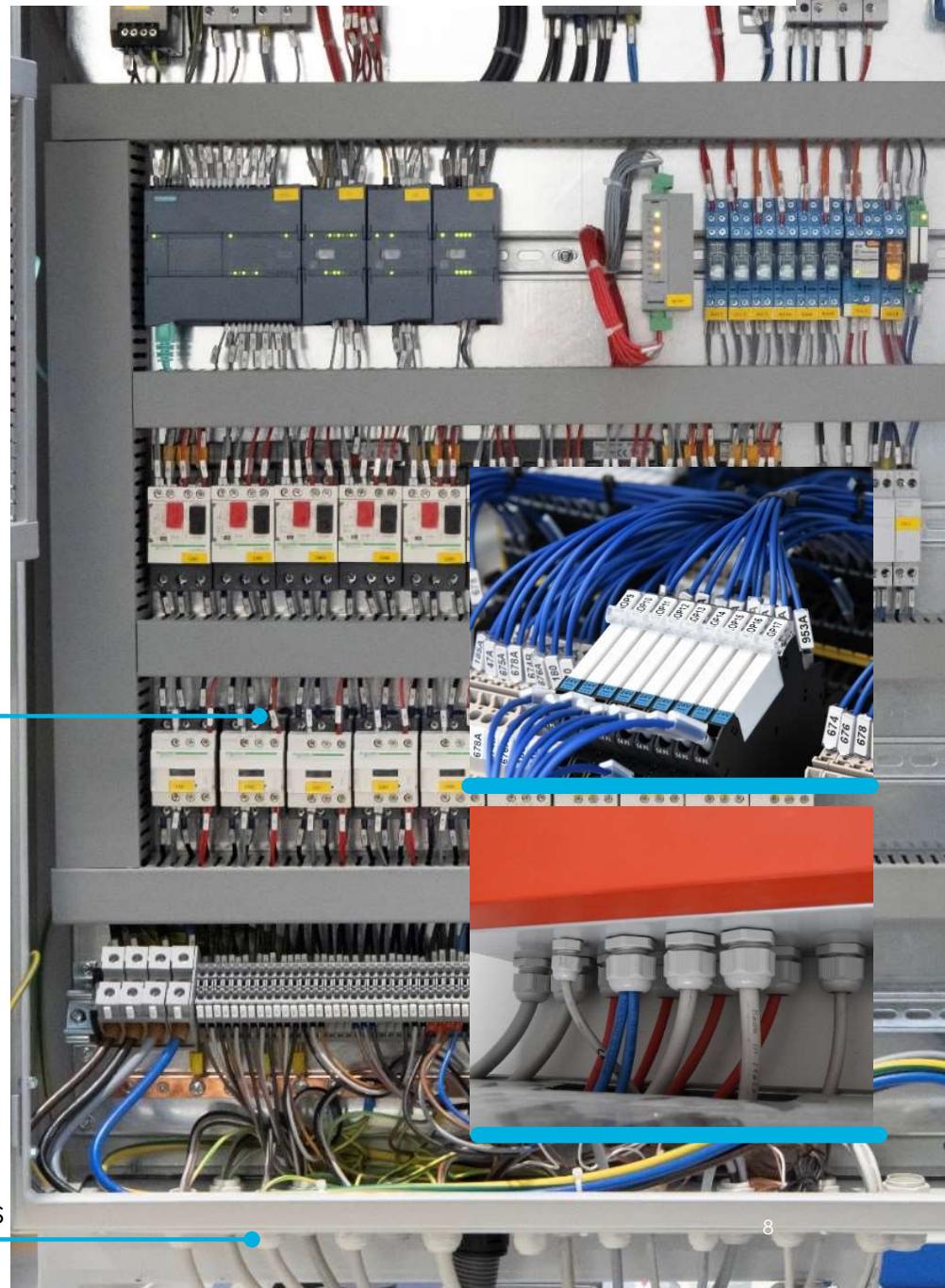


Connectors

Tools

Labelling

APPLICATIONS
INDUSTRY & AUTOMATION



APPLICATIONS: RAILWAY



Sleeper drilling machine



18,162 different products sold in one year*

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

21,893 different products ready for immediate delivery*

*12/2024

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 **16,300 m² land**.

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

The sales generated in the UK are **14.6% of the consolidated turnover** of the first nine months of 2025.



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.

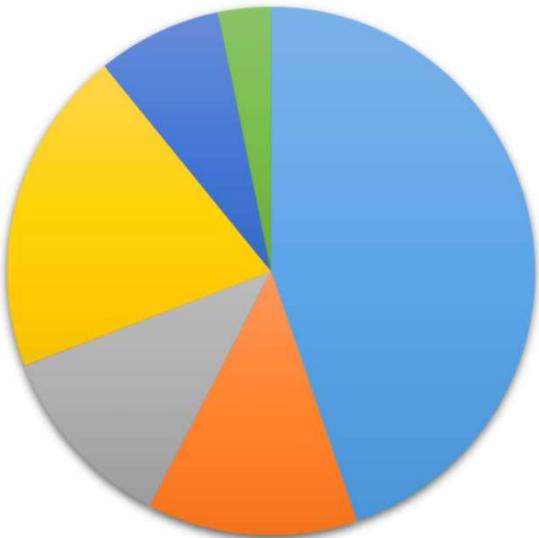
Abroad, it operates through **5 subsidiaries in Europe** (UK, France, Spain, Germany and Netherlands), **1 in the USA and 1 in China**.

- Group companies
- Regional offices
- Main importers

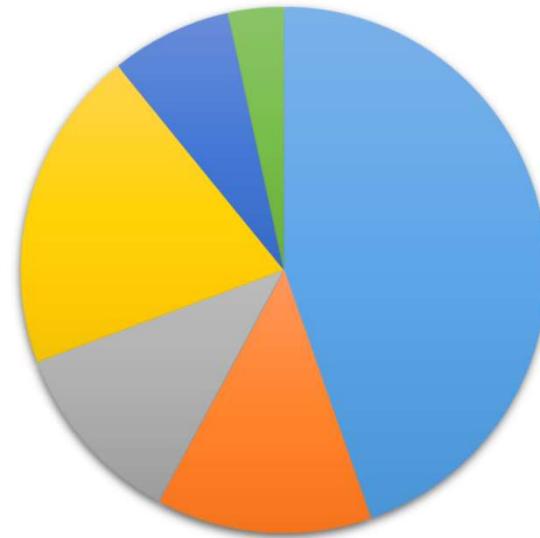


CEMBRE has a **network of importers and agents** who provide **technical and commercial assistance** and **rapid delivery worldwide**



9 Months 2025


■ Electrical connectors	■ Tools	■ Railway Products	■ Marking Systems	■ Cable Glands	■ Others
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9 Months 2024


■ Electrical connectors	■ Tools	■ Railway Products	■ Marking Systems	■ Cable Glands	■ Others
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	Electr. connectors	Tools	Railway products	Marking systems	Cable glands	Others	Total
9 Months 2025	88,133	25,355	22,780	39,317	15,057	6,363	197,005
	44.74%	12.87%	11.56%	19.96%	7.64%	3.23%	100%
9 Months 2024	82,769	24,560	21,221	36,817	13,826	6,303	185,496
	44.62%	13.24%	11.44%	19.85%	7.45%	3.40%	100%
Change	6.48%	3.24%	7.35%	6.79%	8.90%	0.95%	6.20%

Italy	9 Months 2025	9 Months 2024	Change %
Sales	74.0 mln	75.0 mln	(1.3%)
% on total	41.2%	43.8%	

Europe (Italy excluded)	9 Months 2025	9 Months 2024	Change %
Sales	85.6 Mln	76.0 Mln	12.5%
% on total	47.6%	44.4%	

Rest of the World	9 Months 2025	1 st Half 2024	Change %
Sales	20.3 Mln	20.3 Mln	(0.1%)
% on total	11.3%	11.8%	



CEMBRE CONSOLIDATED RESULTS OF THE FIRST NINE MONTHS OF 2025

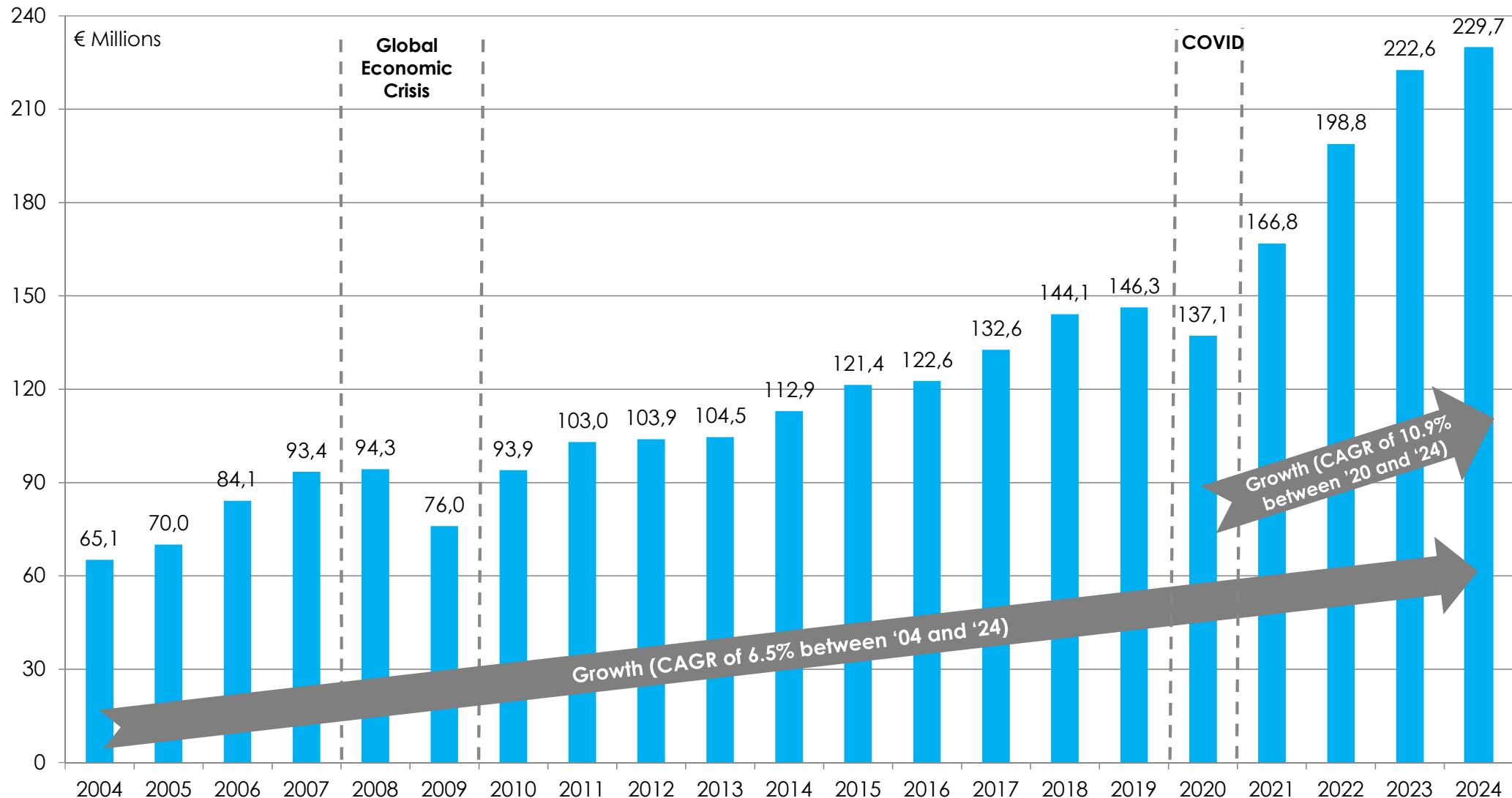
€ Millions	9 Months 2025	9 Months 2024	Change %	9 Months 2023
Sales	179.9	171.3	5.0%	169.0
EBITDA	55.4	49.5	12.1%	52.7
% of sales	30.8%	28.9%		31.2%
EBIT	44.9	39.6	13.5%	43.3
% of sales	25.0%	23.1%		25.6%
EBT	44.4	39.4	12.6%	43.1
% of sales	24.7%	23.0%		25.5%
Net profit	32.2	29.1	10.4%	32.1
% of sales	17.9%	17.0%		19.0%
Tax rate %	27.6%	26.2%		25.6%

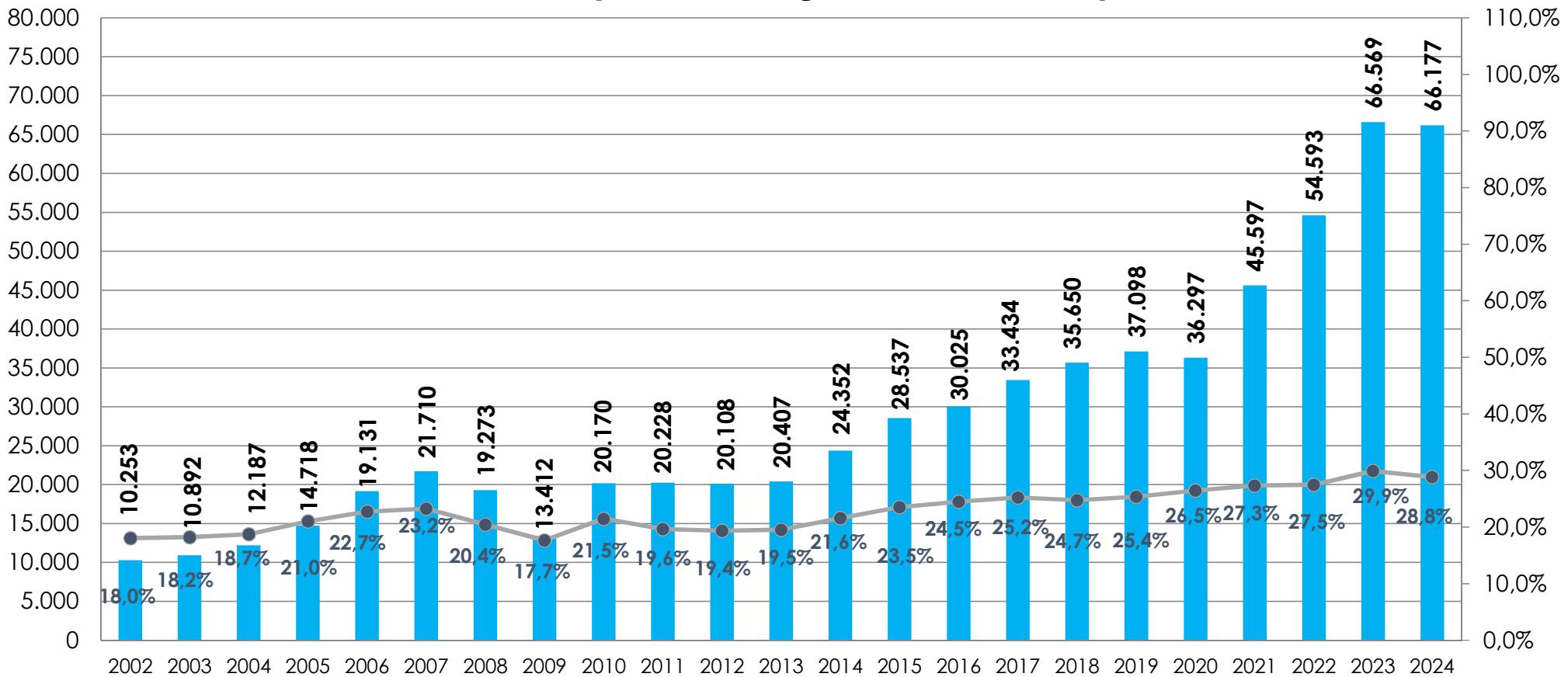
Company (Euro thousands)	9 Months 2025	9 Months 2024	Change %	9 Months 2023
CEMBRE S.p.A. (Italy)	89,815	92,469	(2.9%)	91.937
CEMBRE Ltd. (UK)	26,292	21,738	20.9%	19.443
CEMBRE S.A.R.L. (France)	12,158	11,462	6.1%	10.686
CEMBRE S.L.U. (Spain)	18,708	17,077	9.6%	16.108
CEMBRE GmbH (Germany)	17,896	17,507	2.2%	19.626
CEMBRE INC. (USA)	11,551	11,042	4.6%	11.248
CEMBRE B.V. (Netherlands) **	2,533	n.a.	n.a.	n.a.
CEMBRE Shanghai Ltd.(China) **	911	n.a.	n.a.	n.a.
CEMBRE Group	179,864	171,295	5.0%	169.048

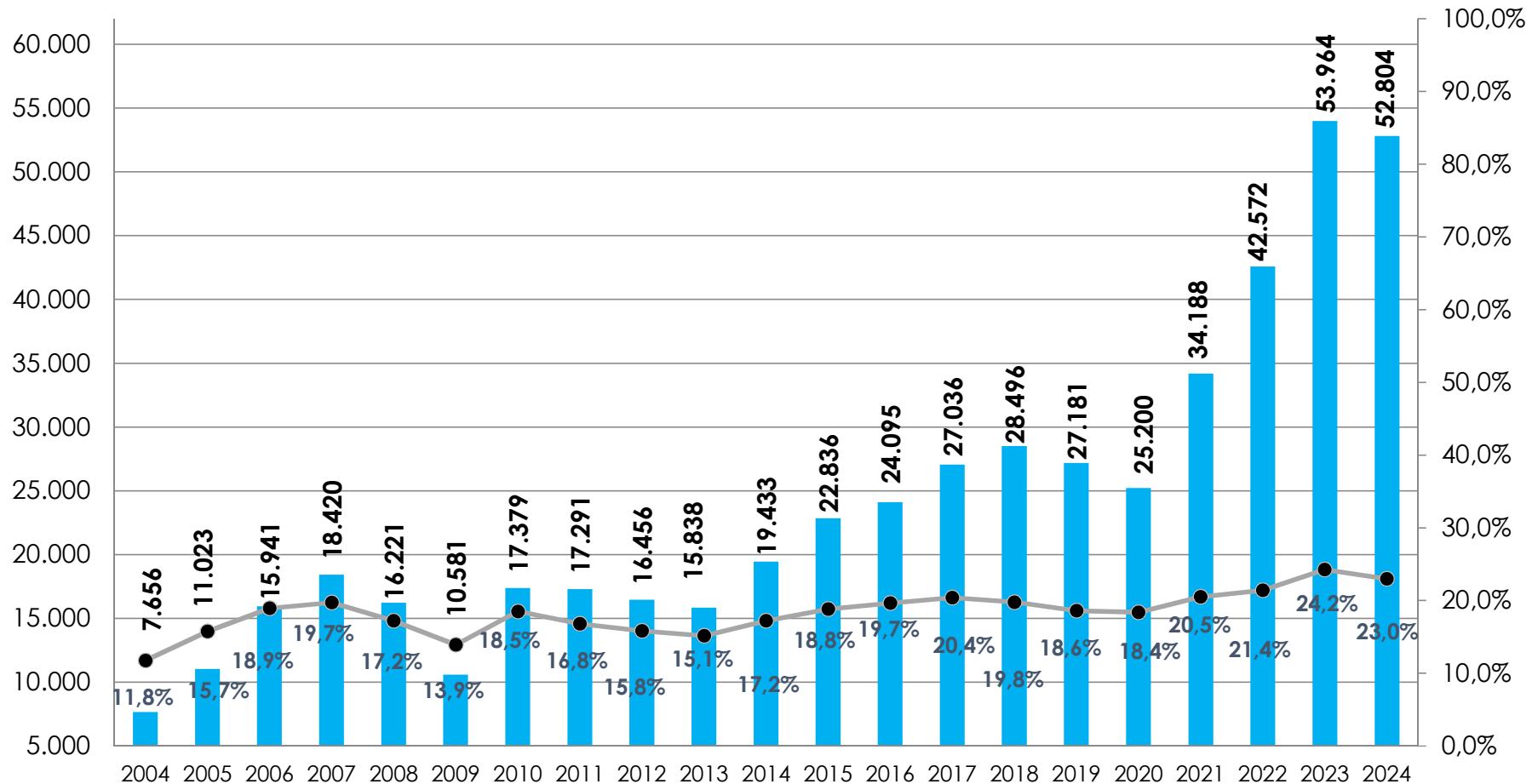
* net of intragroup sales

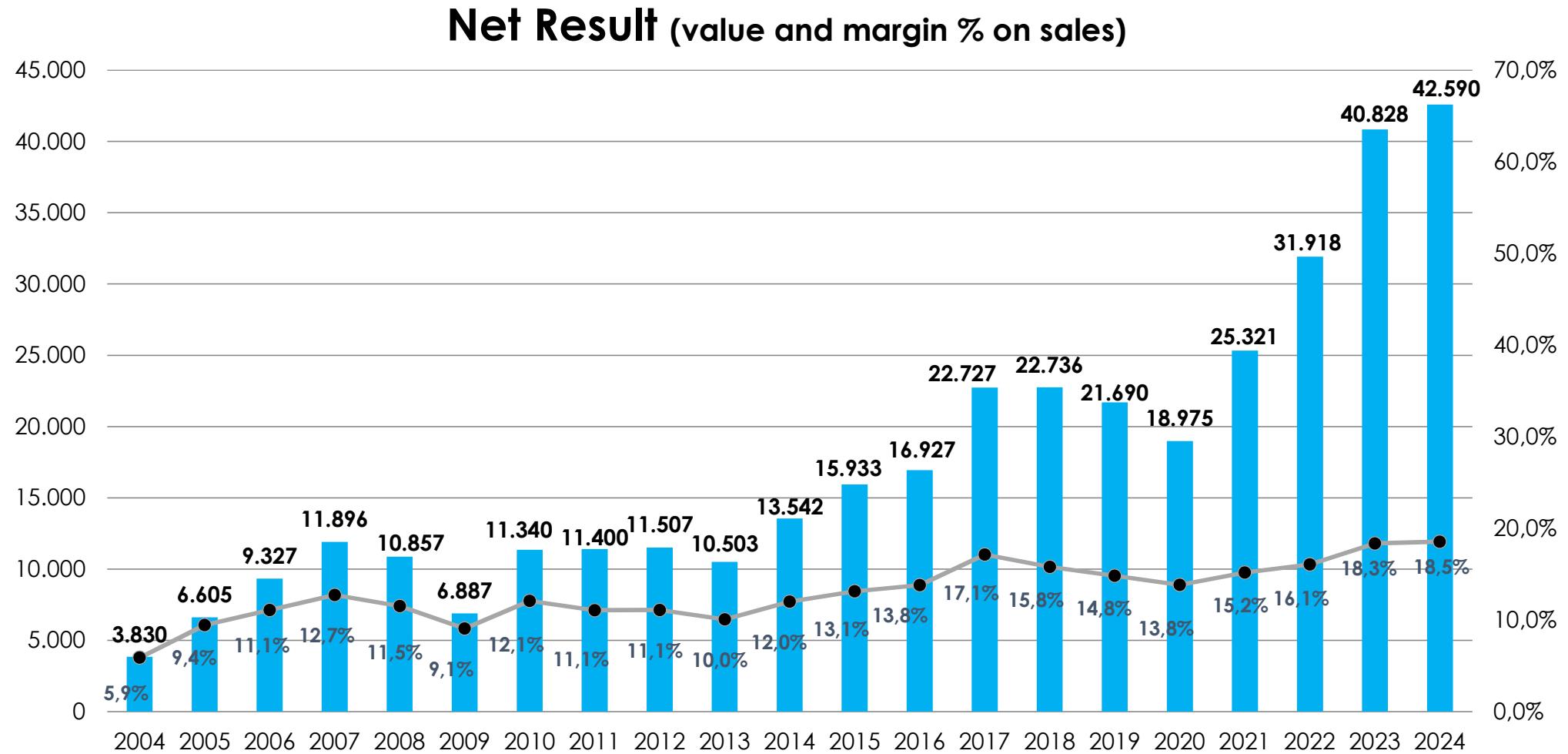
** operating company in 2025

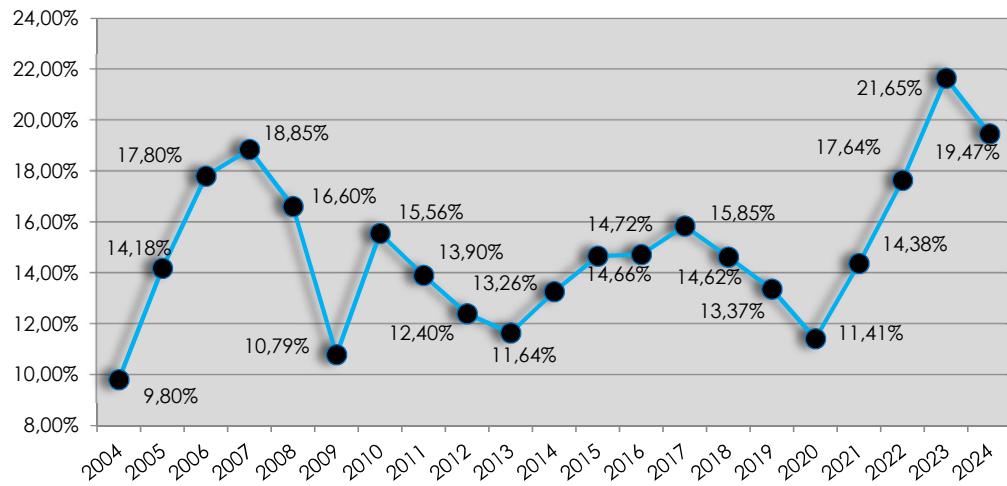
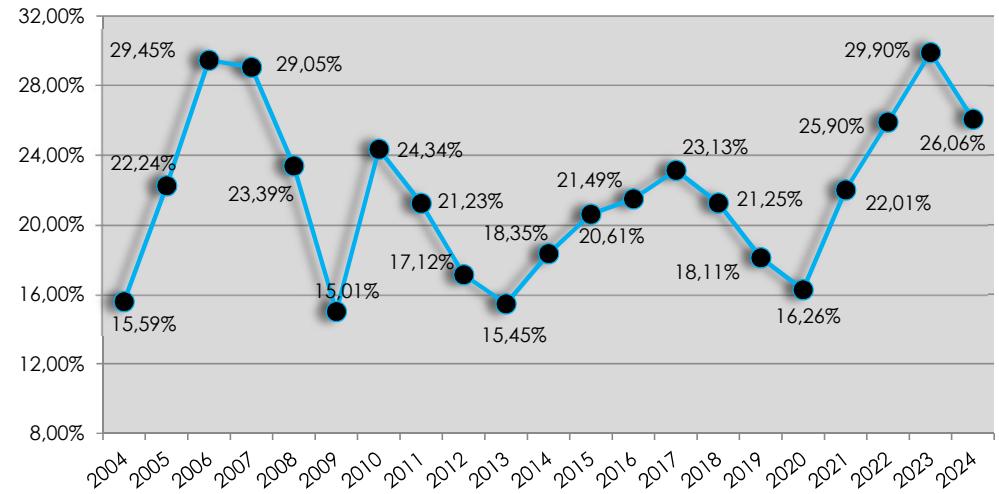
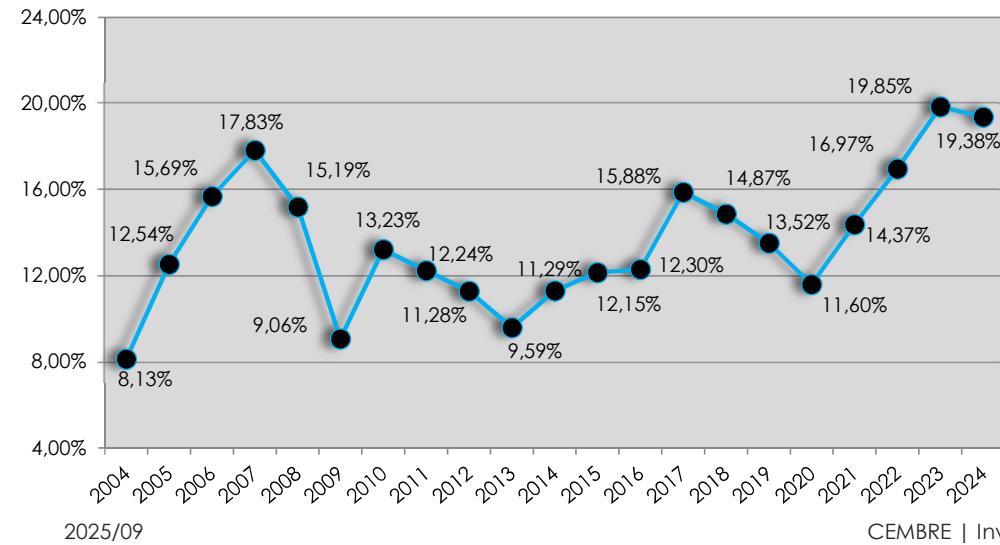
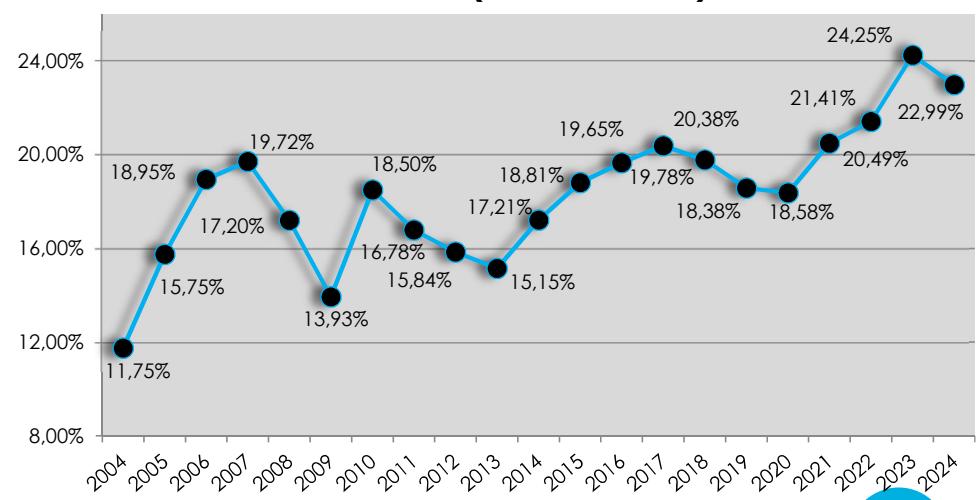
	€ Millions	Sep. 30, 2025	Dec. 30, 2024	Sep. 30, 2024
a	Net operating working capital	91.8	92.9	88.3
	% of sales	40.0%	40.5%	39.3%
b	Net fixed assets	135.7	127.2	121.4
c	Assets available for sales	-	-	-
d	Employees' severance indemnities	1.6	1.6	1.7
e	Provisions for risks and charges	0.5	0.4	0.3
f	Deferred taxes	(0.3)	(0.4)	0.0
Net invested capital (a+b+c-d-e+f)		225.1	217.8	207.8
g	Equity	218.3	219.7	205.3
h	Net financial position	6.8	(2.0)	2.5
	Total sources (g+h)	225.1	217.8	207.8

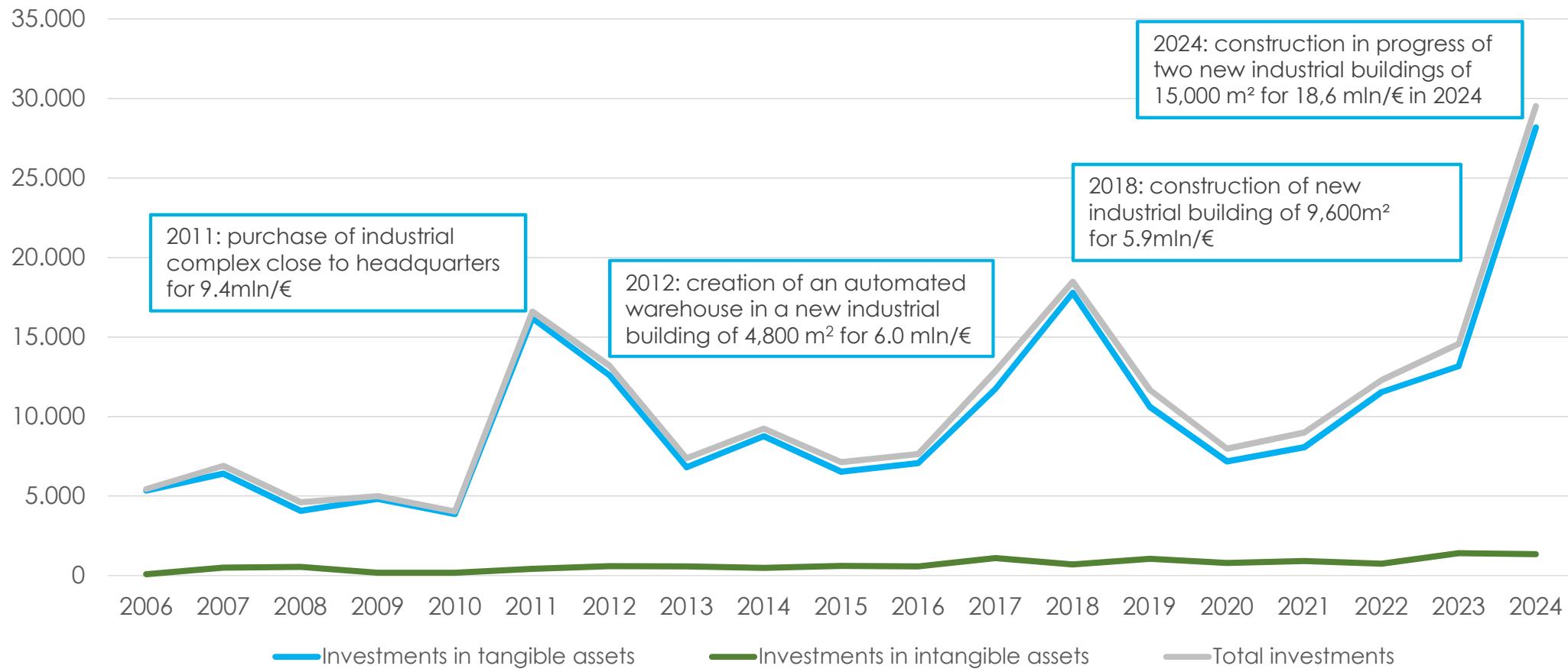


Ebitda (valore e margine % sulle vendite)


Ebit (valore e margine % sulle vendite)




ROI (EBIT/Investments)

ROACE (EBIT/Average Net Capital Employed)

ROE (Net profit/Equity)

ROS (EBIT/Net Sales)




€ '000	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Investments in tangible assets	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	13,162	28,178
Investments in intangible assets	544	182	169	418	597	573	477	601	569	1,101	691	1,057	793	919	750	1,407	1,341
Total investments	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	14,569	29,519

CEMBRE focused on these targets:

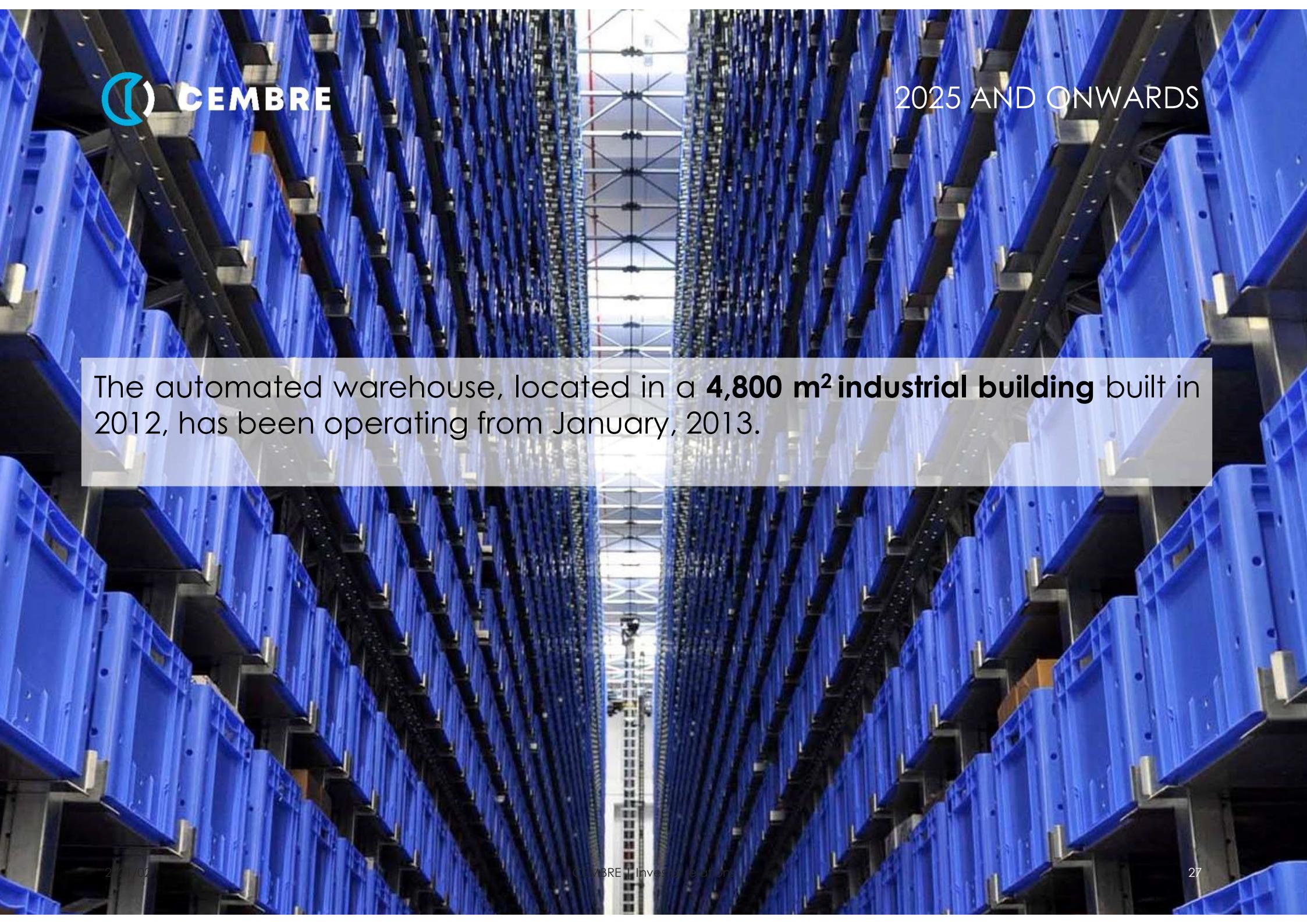
Business development thanks to:

- 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.

2025 AND ONWARDS



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

In January 2023, the project to expand the production capacity of "Electrical Connectors" at the Cembre SpA headquarters was approved for a maximum investment of €42 million, which provides for non-repayable contributions for a maximum of €4.9 million.

Future facilities for the production of electrical connectors

Automated warehouse



In 2023, work began on the construction of two new industrial buildings for a total of 15,000 m².



Image dated November 17, 2025

Cembre
data updated at November 17, 2025



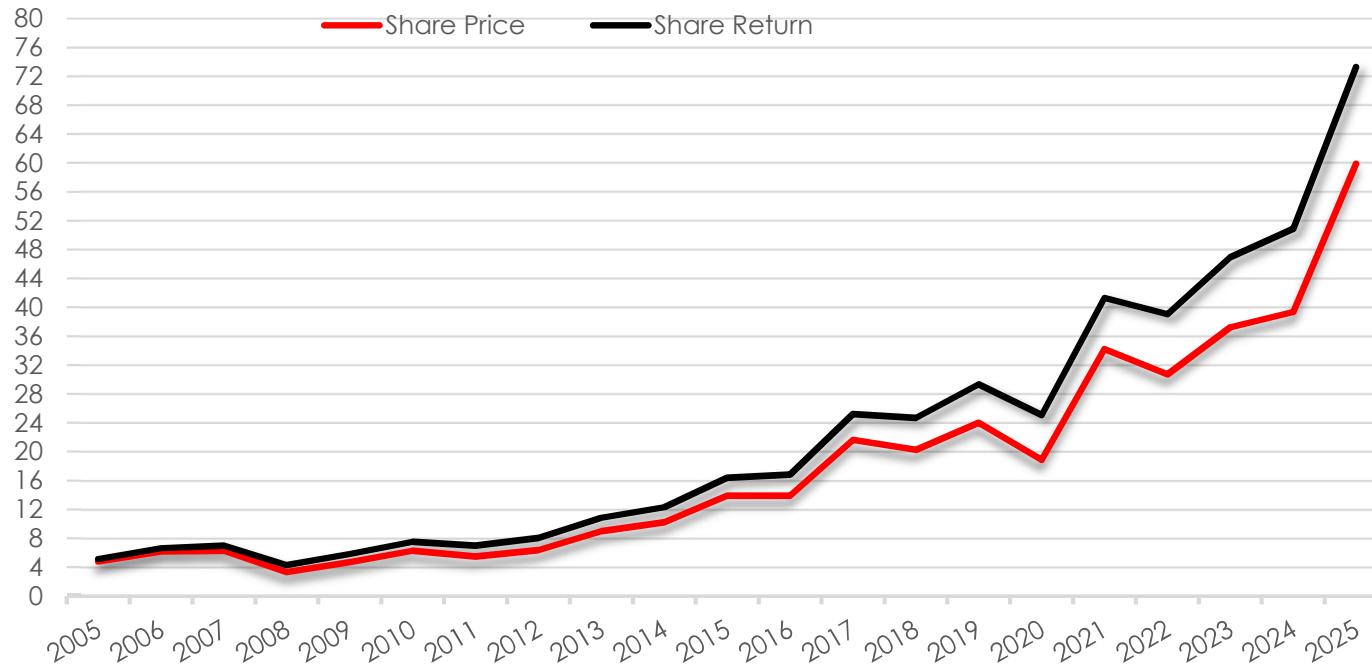
Cembre has been listed since December 1997, and is a part of the **Star Index** since September 2001.

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

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Dividend per share (€)	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	1.80	1.88
Payout Ratio ¹	41%	39%	40%	37%	25%	30%	39%	24%	24%	42%	45%	49%	70%	59%	66%	69%	79%	79%	74%	74%	74%
Dividend Yield ²	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%	4.8%	4.5%

¹ Using consolidated profit

² Using the year-end share price



Total return* 2005-2025
+14.3%
CAGR

Performance** 2005-2025
+13.5%
CAGR

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

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

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
A) Share price¹	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	37.20	41.70	59.90 ²
Change in share price	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%	21.2%	12.0%	52.2%
Received dividend	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	1.80	1.88
B) Accrued received dividends	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	11.52	13.40
Share return (A+B)	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	46.92	53.20	73.3
Price quota	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%	79.3%	78.4%	81.7%
Dividend quota	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%	20.8%	21.7%	18.3%

¹ at the end of the year

² at November 7th, 2025

Thank you

Claudio Bornati
CFO & IR

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