CEMBRE



Investor presentation

Results of First Nine Months 2026

CONTENTS

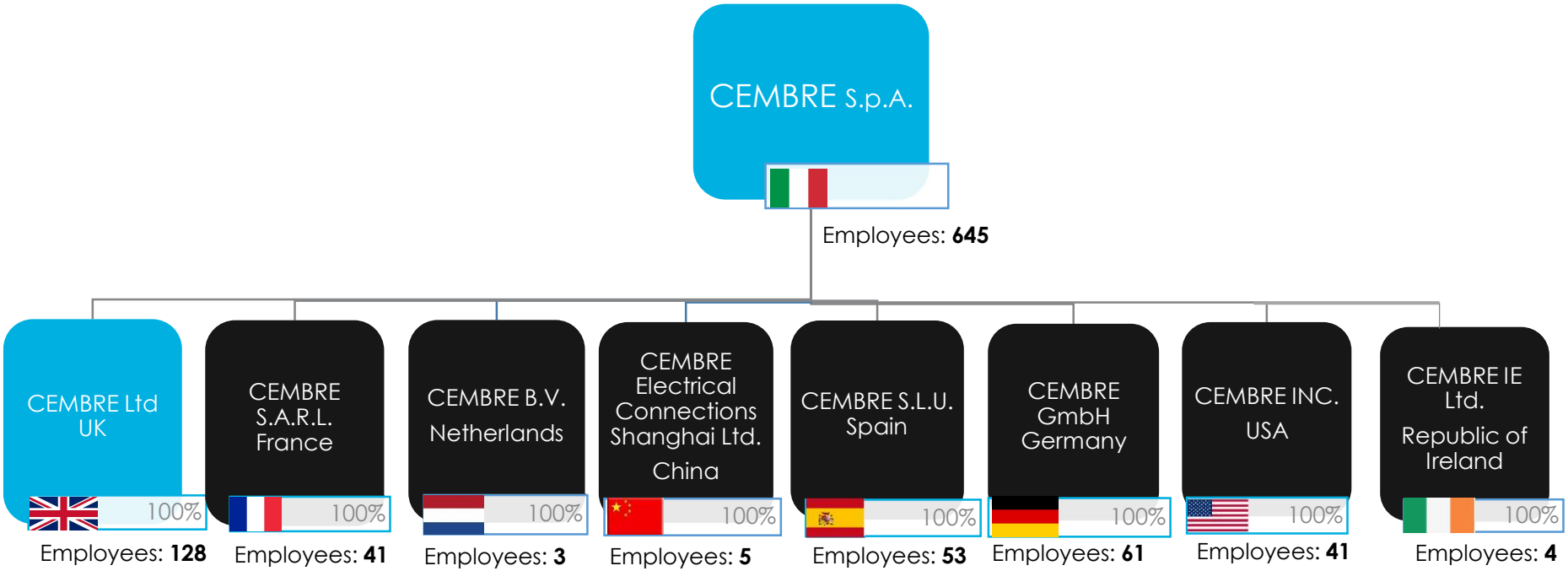
- CEMBRE at a glance
- Group team
- Main product lines & applications
- Results of First Nine Months 2026
- Stock data & shareholding structure
- Contact

CEMBRE AT A GLANCE

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

GROUP STRUCTURE



Manufacturing and trading unit

Trading unit

The Group employs
981 employees worldwide
(at September 30, 2026)

HUMAN RESOURCES

(Number of employees by segment, at September 30, 2026)



R&D

- 30



Manufacturing & logistics

- 569



Sales & Marketing

- 261



Administration & services

- 121

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 (151 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



POWER DISTRIBUTION



Connectors

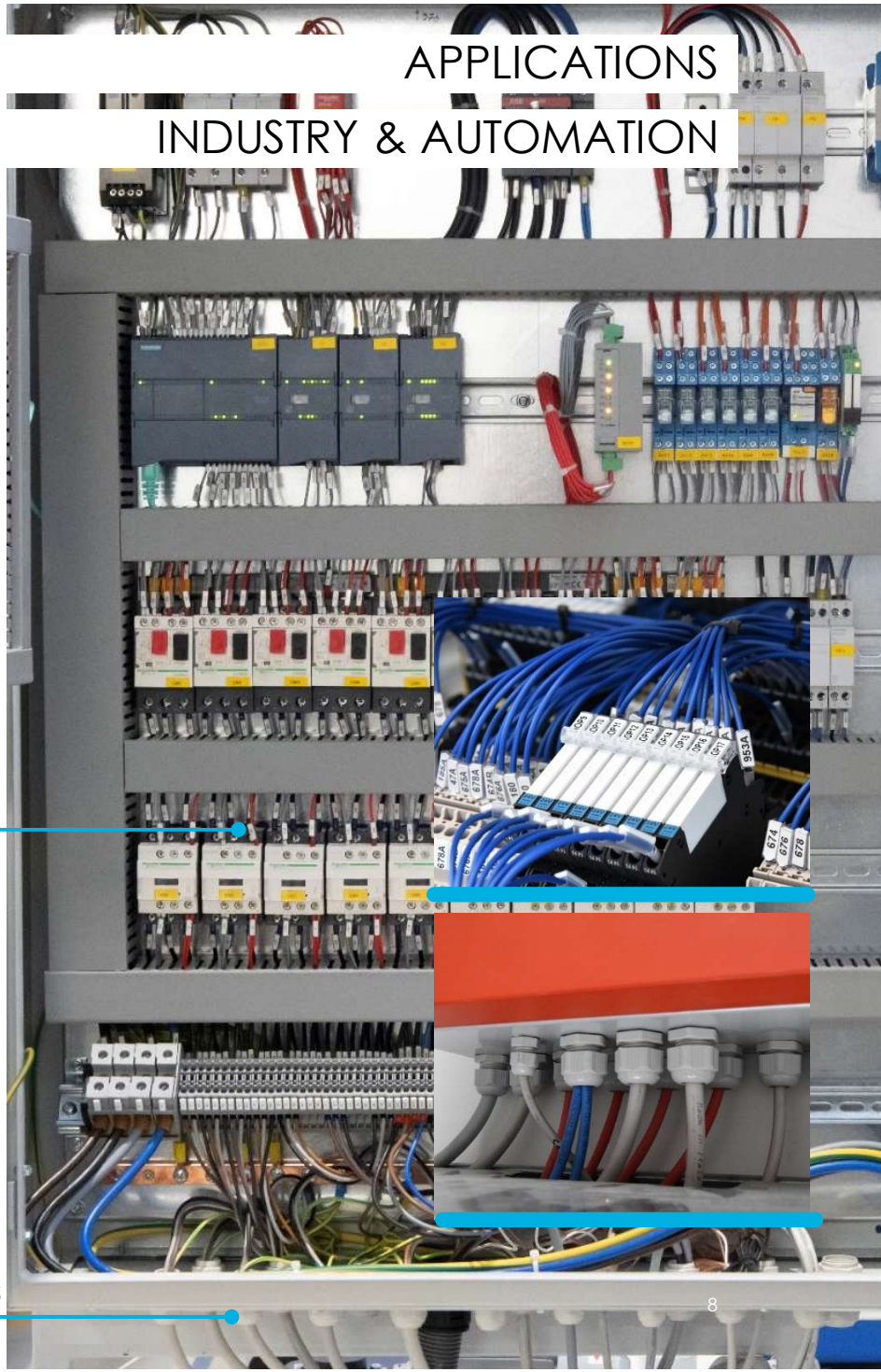
Tools

Labelling

Cable glands

APPLICATIONS

INDUSTRY & AUTOMATION



CEMBRE

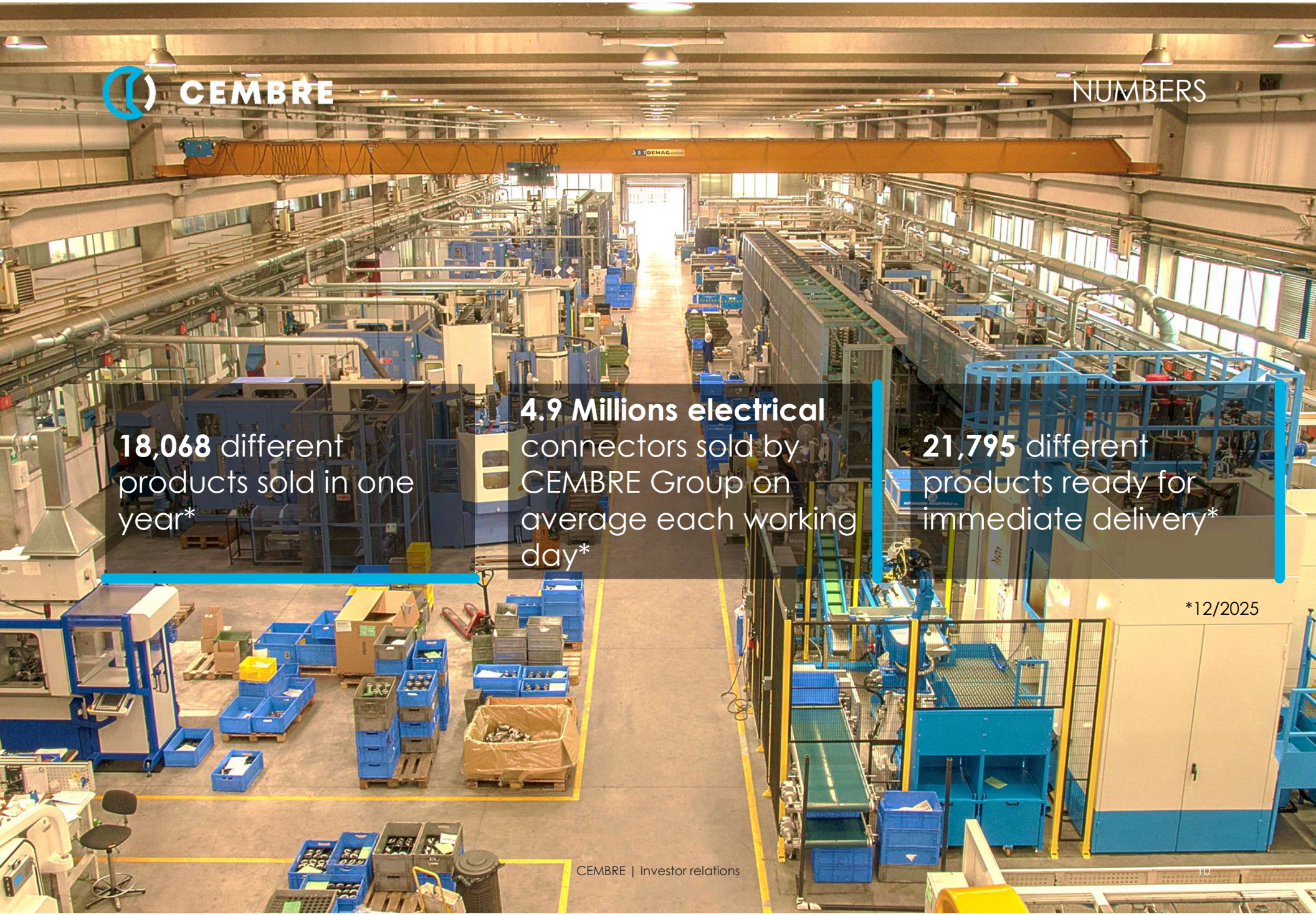
APPLICATIONS: RAILWAY

Rail drilling machine



Sleeper drilling machine





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

MADE IN BRESCIA

- 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)

… AND MADE IN UK

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 nine months of 2026.



CEMBRE Ltd. – Factory in Curdworth Birmingham (UK)

VERY STRONG IN EUROPE

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

… PRESENT ALL OVER THE WORD

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



REVENUES BREAKDOWN

before commercial rebates by product family (€'000)

9 Months 2026



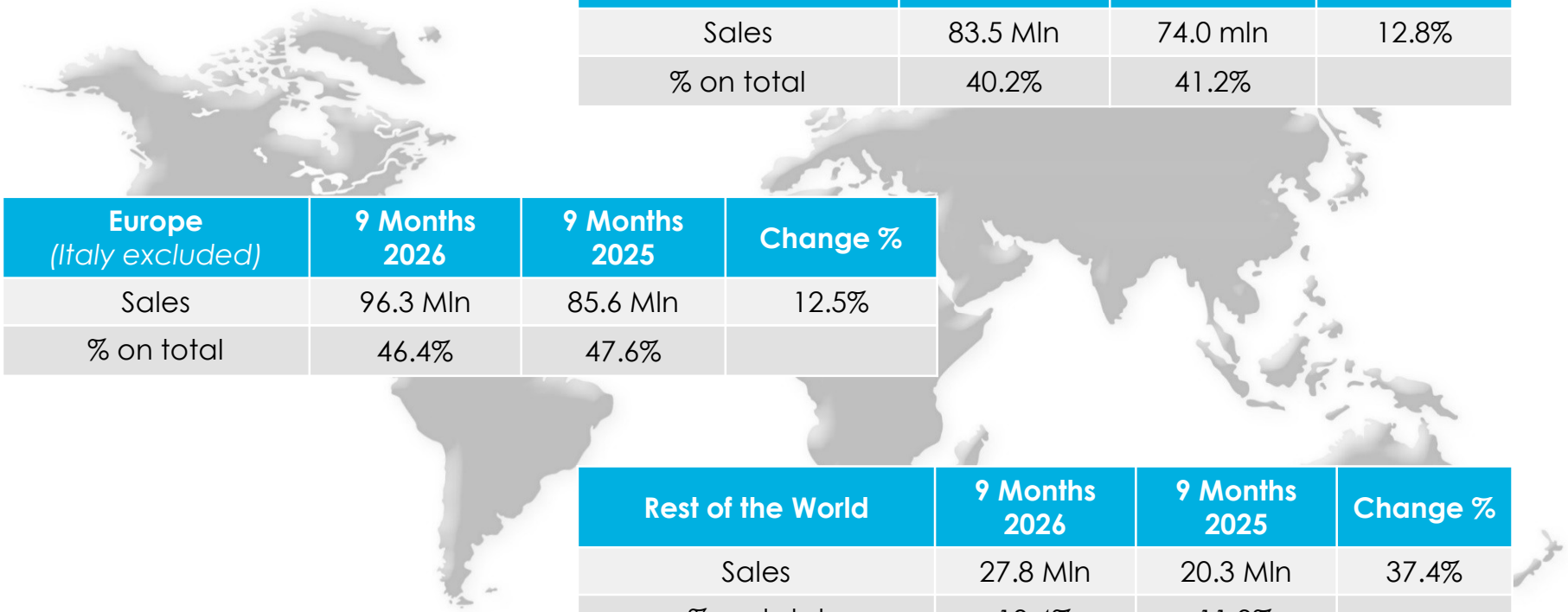
9 Months 2025



	Electr. connectors	Tools	Railway products	Marking systems	Cable glands	Others	Total
9 Months 2026	109,489	27,079	24,459	43,288	16,348	7,071	227,734
	48.08%	**11.89%**	**10.74%**	**19.01%**	**7.18%**	**3.10%**	**100%**
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%**
Change	**24.23%**	**6.80%**	**7.37%**	**10.10%**	**8.57%**	**11.13%**	**15.60%**

GEOGRAPHICAL REVENUES BREAKDOWN

Italy	9 Months 2026	9 Months 2025	Change %
Sales	83.5 Mln	74.0 mln	12.8%
% on total	40.2%	41.2%	



Europe *(Italy excluded)*	9 Months 2026	9 Months 2025	Change %
Sales	96.3 Mln	85.6 Mln	12.5%
% on total	46.4%	47.6%	

Rest of the World	9 Months 2026	9 Months 2025	Change %
Sales	27.8 Mln	20.3 Mln	37.4%
% on total	13.4%	11.3%	

CEMBRE CONSOLIDATED RESULTS OF THE FIRST NINE MONTHS OF 2026

€ Millions	9 Months 2026	9 Months 2025	Change %	9 Months 2024
Sales	207.6	179.9	15.4%	171.3
EBITDA *% of sales*	68.1 *32.8%*	55.4 *30.8%*	22.9%	49.5 *28.9%*
EBIT *% of sales*	56.1 *27.0%*	44.9 *25.0%*	24.9%	39.6 *23.1%*
EBT *% of sales*	55.7 *26.8%*	44.4 *24.7%*	25.4%	39.4 *23.0%*
Net profit *% of sales*	41.0 *19.7%*	32.2 *17.9%*	27.4%	29.1 *17.0%*
Tax rate %	26.5%	27.6%		26.2%

CEMBRE GROUP'S COMPANIES TURNOVER* OF THE FIRST NINE MONTHS OF 2026

Company *(Euro thousands)*	9 Months 2026	9 Months 2025	Change %	9 Months 2024
CEMBRE S.p.A. (Italy)	100,625	89,815	12.0%	92,469
CEMBRE Ltd. (UK)	27,903	26,292	6.1%	21,738
CEMBRE S.a.r.l. (France)	11,941	12,158	(1.8%)	11,462
CEMBRE S.L.U. (Spain)	21,365	18,708	14.2%	17,077
CEMBRE GmbH (Germany)	21,602	17,896	20.7%	17,507
CEMBRE Inc. (USA)	18,787	11,551	62.6%	11,042
CEMBRE BV. (Netherlands) **	3,007	2,533	18.7%	-
CEMBRE EL.CON.LIM. (China) **	954	911	4.7%	-
CEMBRE IE. Ltd. (Republic of Ireland) ***	1,453	-	-	-
CEMBRE Group	**207,637**	**179,864**	**15.4%**	**171,295**

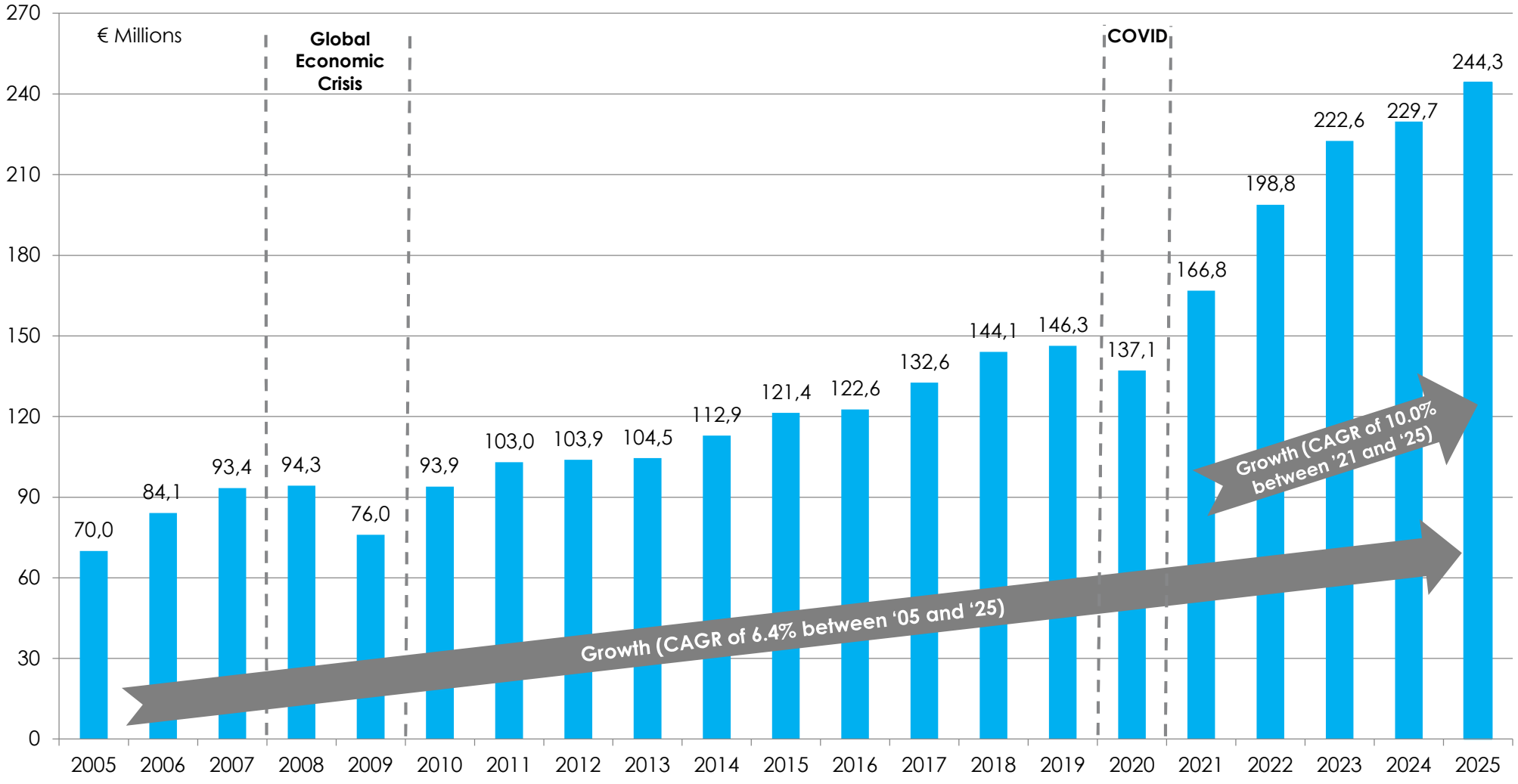
* net of intragroup sales ** operating company in 2025 *** operating company in 2026

CEMBRE

SEPTEMBER 30, 2026 CONSOLIDATED BALANCE SHEET

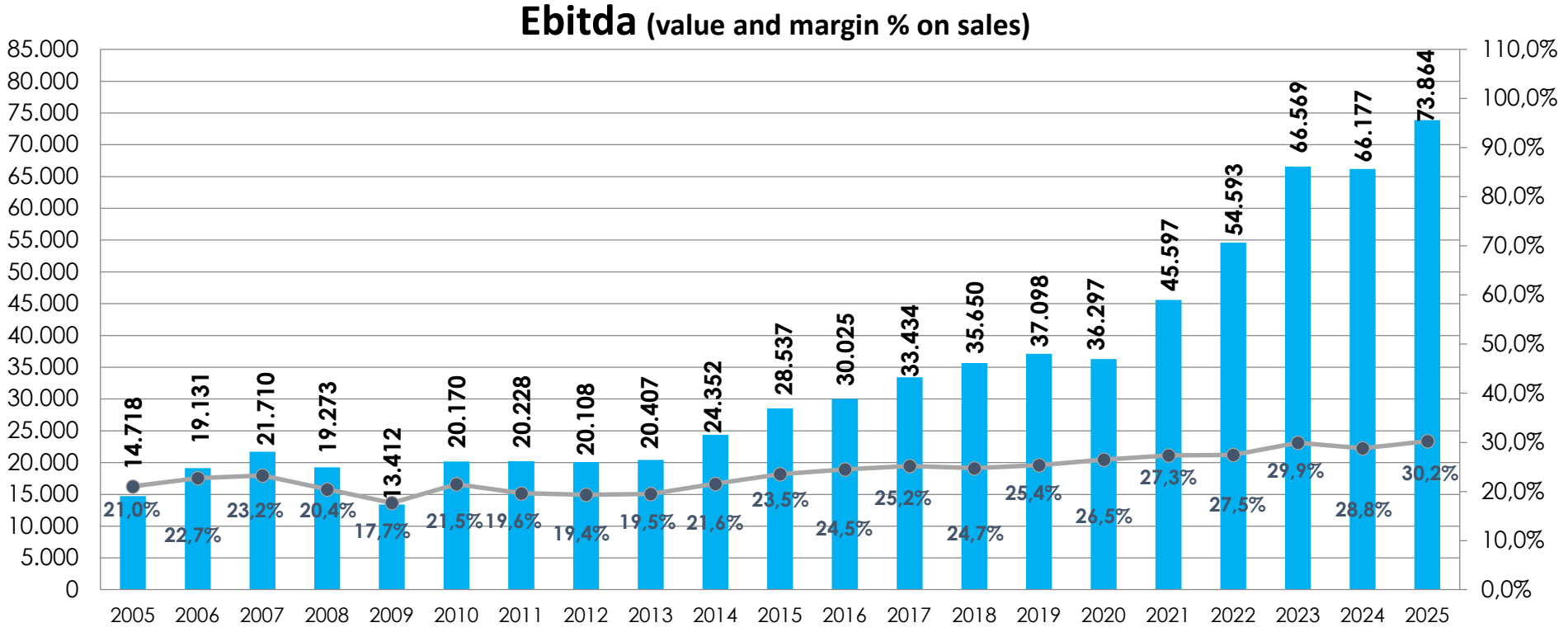
	€ Millions	Sep. 30, 2026	Dec. 31, 2025	Sep. 30, 2025
a	Net operating working capital	115.4	94.6	91.8
	% of sales	*42.4%*	*38.7%*	*40.0%*
b	Net fixed assets	147.7	141.0	135.7
c	Assets available for sales	-	-	-
d	Employees' severance indemnities	1.4	1.5	1.6
e	Provisions for risks and charges	0.7	0.5	0.5
f	Deferred taxes	1.0	0.0	(0.3)
	Net invested capital (a+b+c-d-e+f)	**262.0**	**233.6**	**225.1**
g	Equity	240.8	233.1	218.3
h	Net financial position	21.2	0.5	6.8
	Total sources (g+h)	**262.0**	**233.6**	**225.1**

REVENUES EVOLUTION

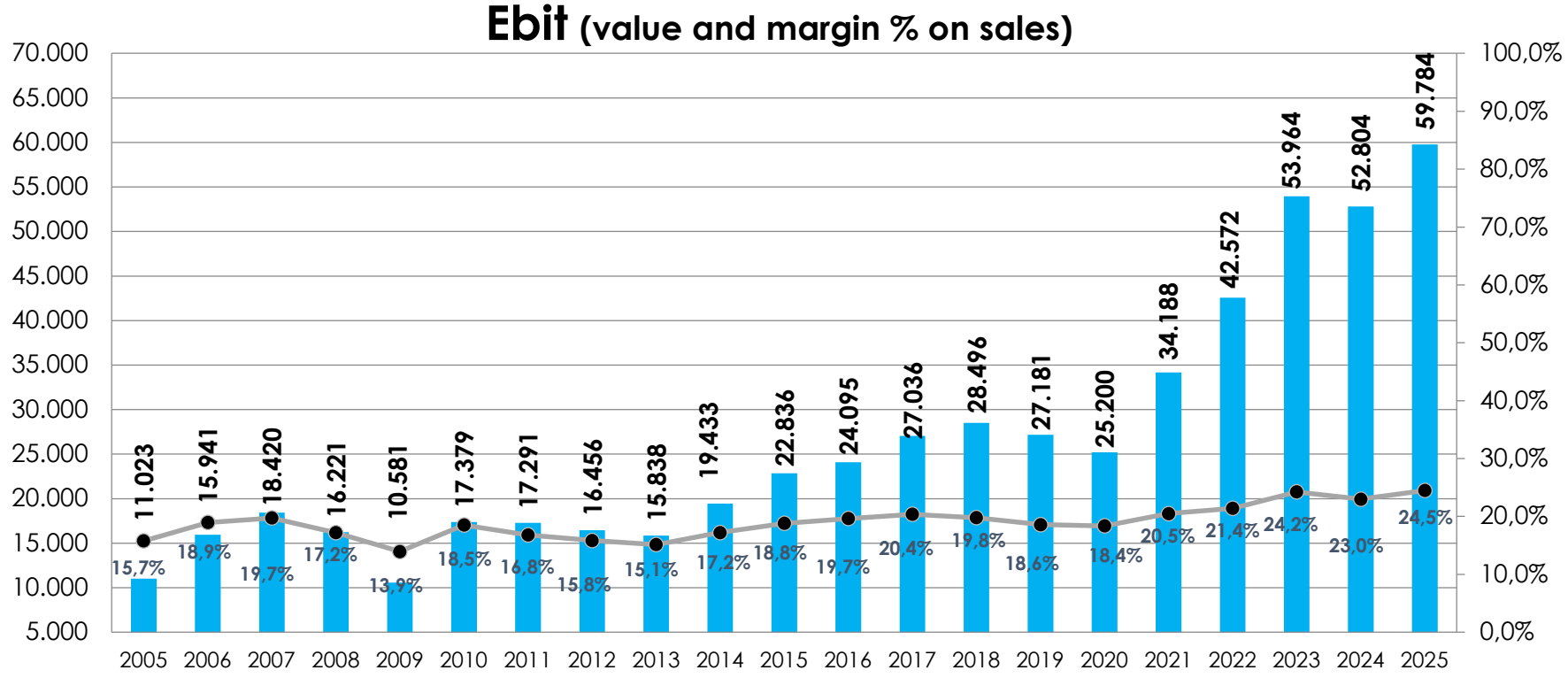


CEMBRE'S REVENUES AND PROFITABILITY TREND

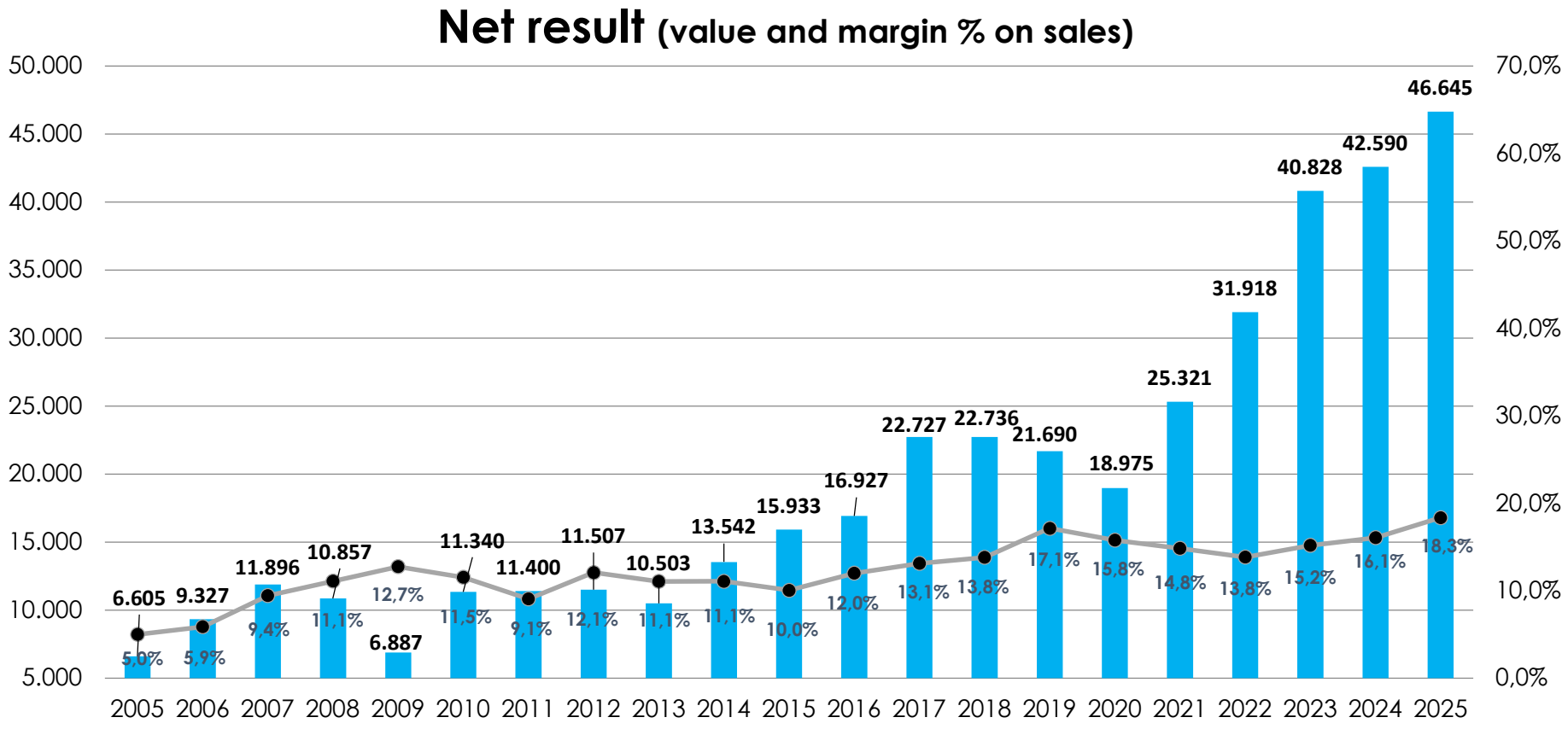
(€ '000)



CEMBRE'S REVENUES AND PROFITABILITY TREND
(€ '000)

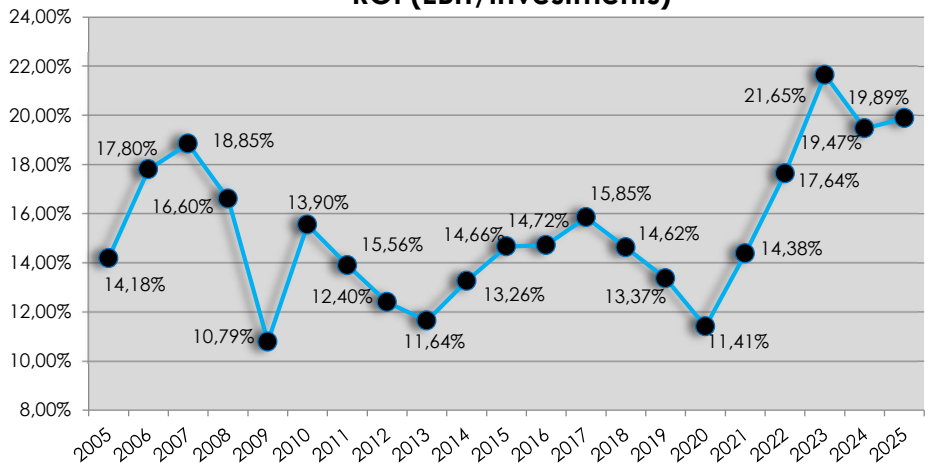


CEMBRE'S REVENUES AND PROFITABILITY TREND
(€ '000)

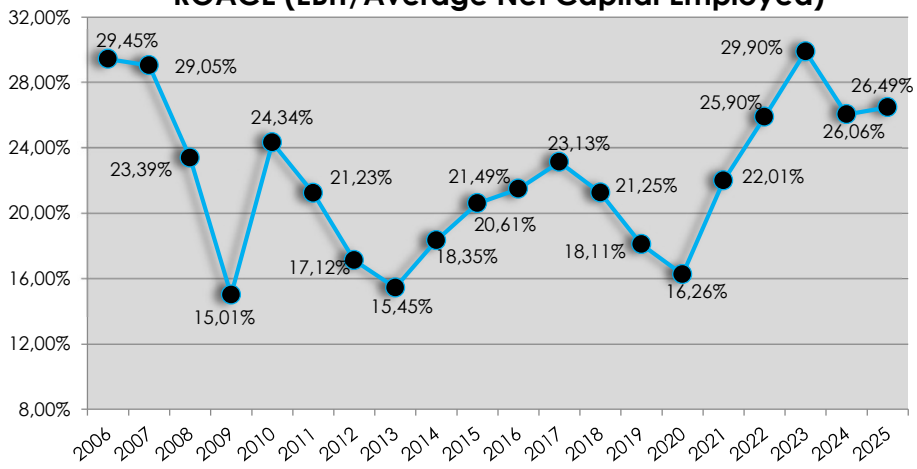


INDEX ANALYSIS

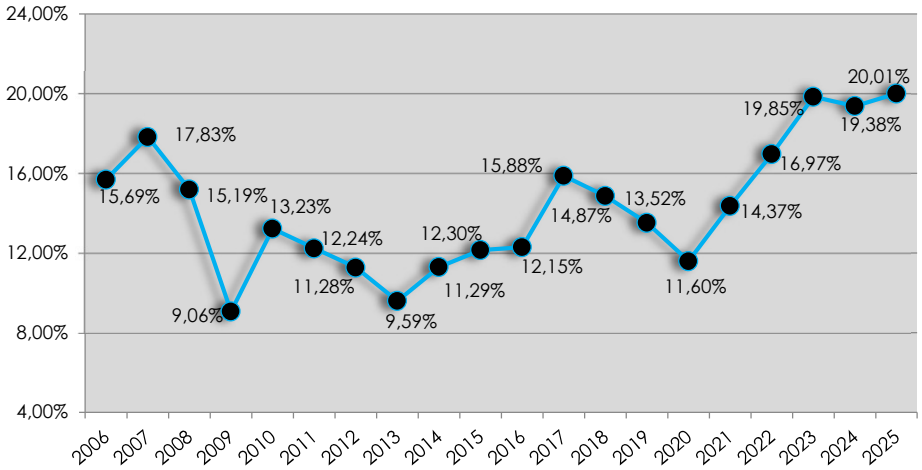
ROI (EBIT/Investments)



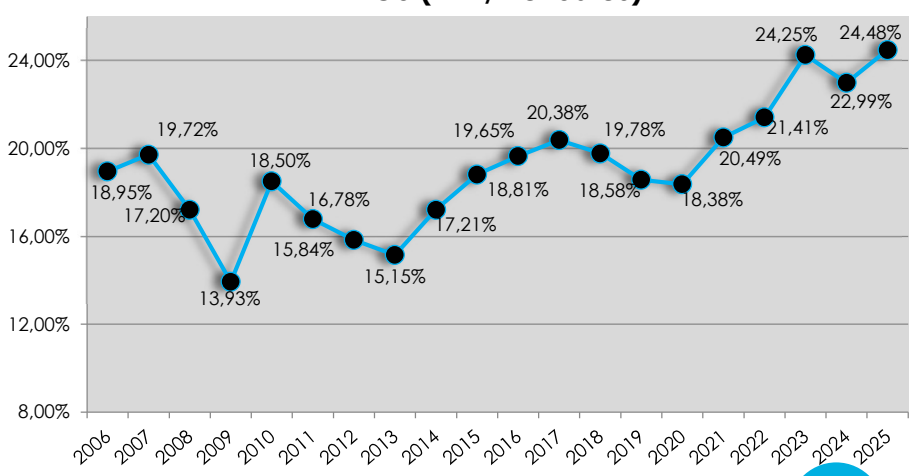
ROACE (EBIT/Average Net Capital Employed)



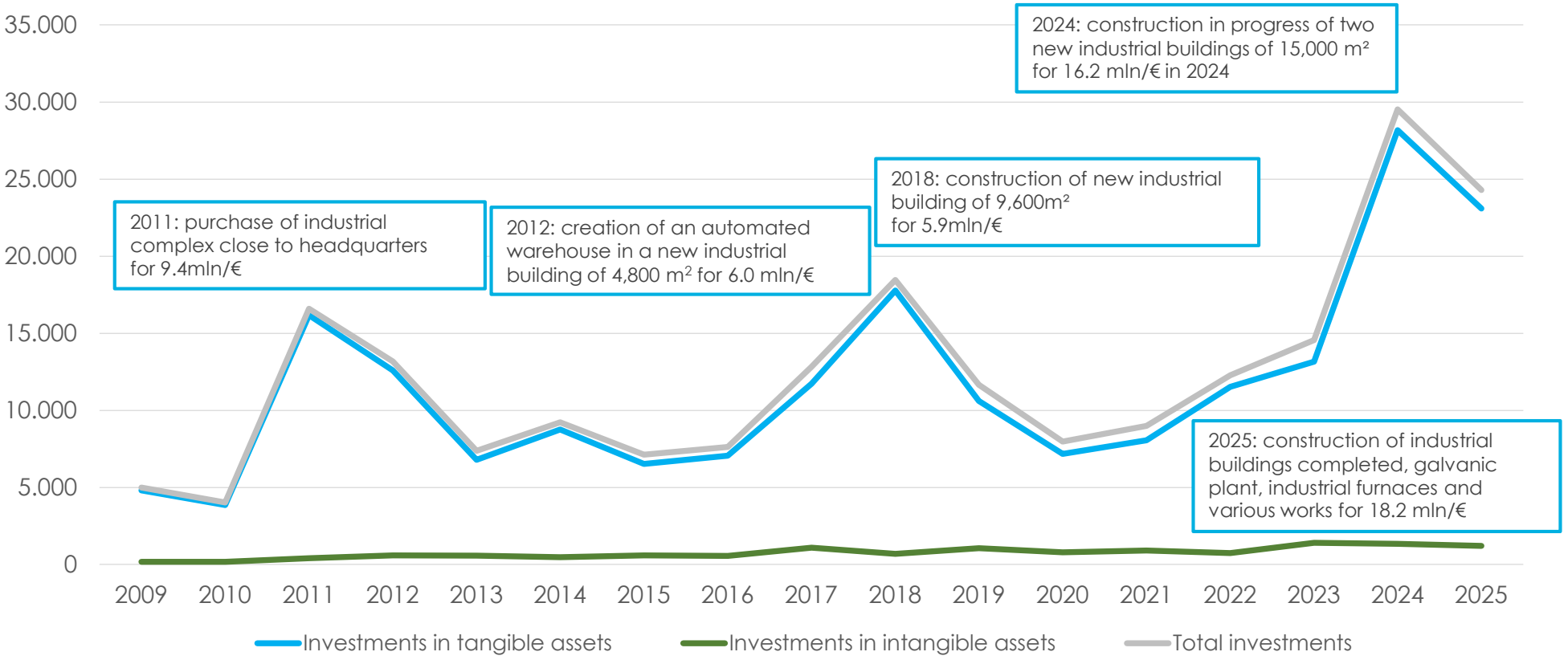
ROE (Net profit/Equity)



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**

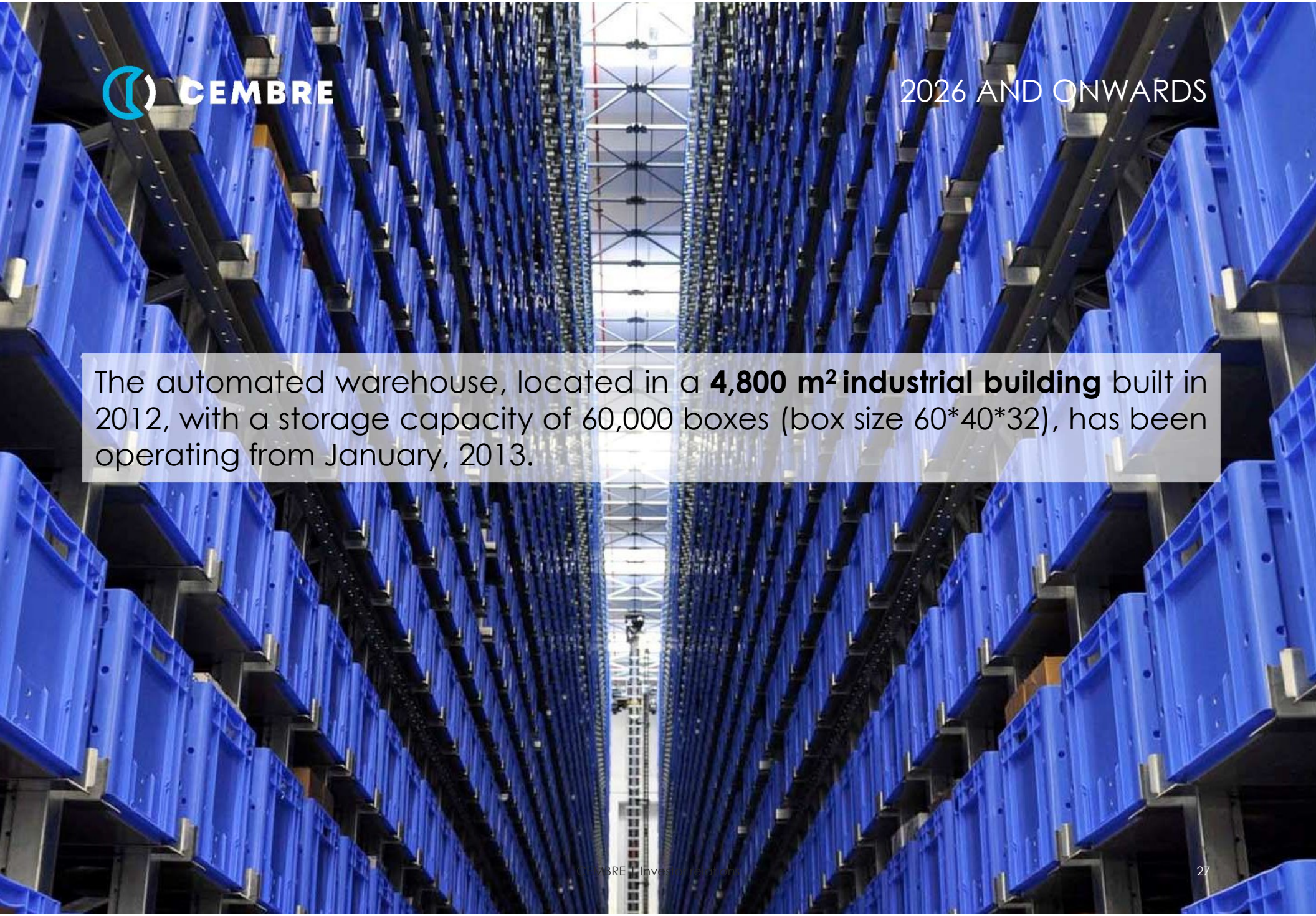
CEMBRE focused on these targets:

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.



2026 AND ONWARDS

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 m^2, were completed. These will house the electrical connectors production line; the investment of this project has a maximum cost of € 42mln with no-repayable contributions for a maximum of € 4.9mln.



STOCK DATA & SHAREHOLDING STRUCTURE

CEMBRE
data updated at November 11, 2026



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

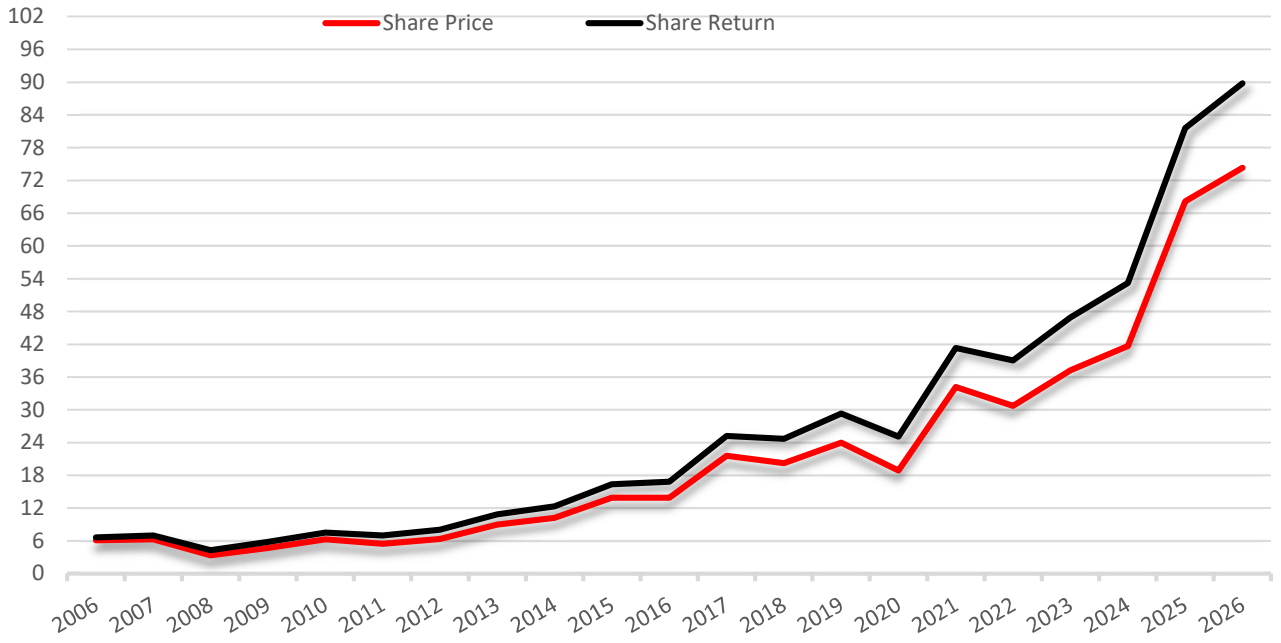
Shareholders	Share
LYSNE Spa	51.57%
Sara Rosani	8.65%
Giovanni Rosani	8.53%
Anna Maria Onofri	0.70%
Others	30.55%

	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*

SHARE PRICE EVOLUTION



Total return* 2006-2026
+13.9%
CAGR

Performance** 2006-2026
+13.3%
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 price[1]	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	74.3[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%	8.9%
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	89.76
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%	82.8%
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%	17.2%

[1] *at the end of the year* [2] *at November 10, 2026*

Thank you

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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.