



CEMBRE

Investor presentation

Results of the year 2021

- CEMBRE at a glance
- Group management team
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- Results of the year 2021
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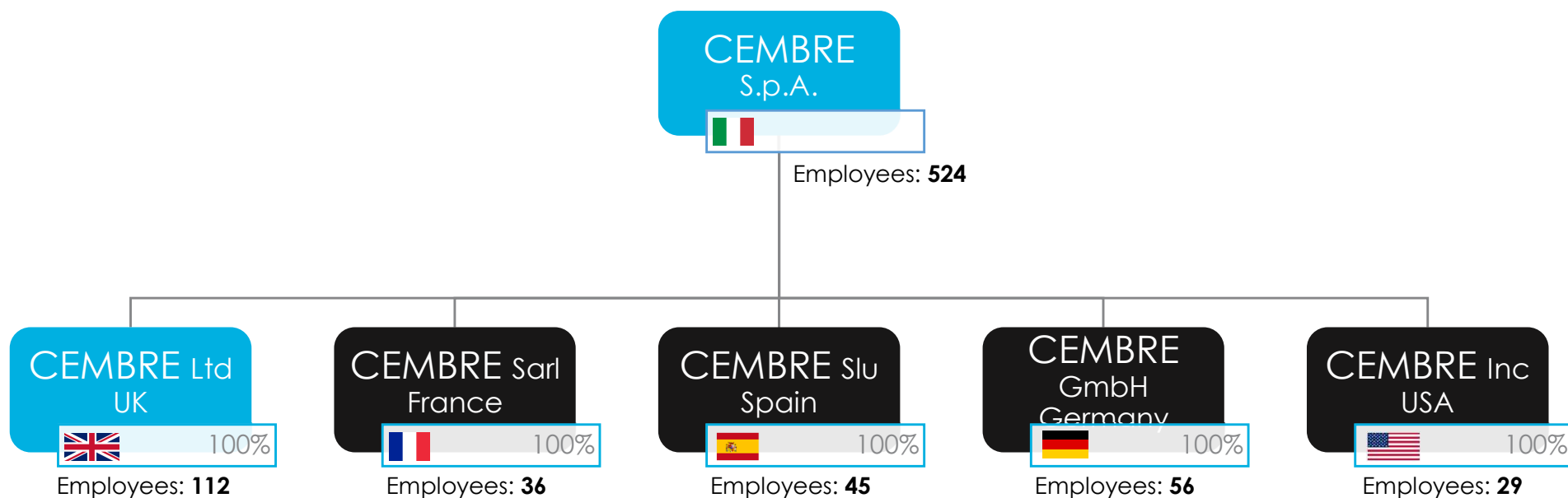
- CEMBRE is **Europe's leading** manufacturer of electrical crimp type connectors and related installation tools.
- The Group has grown its revenues by a **CAGR of 5.8%** in the last 20 years (2002-2021), from 56.9 M€ in 2002 to 166.8 M€ in 2021. In the last 5 years the Group has grown by a **CAGR of 5.9%** (2017-2021).
- It is a dividend payer with a 20 years average dividend **payout ratio of 47.0%**, and an **average dividend yield of 3.7%** (2002-2021). The average dividend yield in the last 5 years has been of **4.0%** (2017-2021).
- In 2021, the Group invested **9.0 M€**; the total amount of investments made by the company in the last five years (2017-2021) is **59.9 M€**; at December 31, 2020 investments amounted to **8.0 M€**.
- The product mix (a total of more than 18K end products sold during 2021) is offered to around 7K single clients around the world, with 10-biggest clients' purchases corresponding to **c.19.6% 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
802 employees worldwide
 (at December 31, 2021)



R&D

•22



Manufacturing

•462



Marketing, Sales & Distribution

•233



Administration & services

•85

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 (125 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 **14% of the consolidated turnover** of the year 2021



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**



2021



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

2020



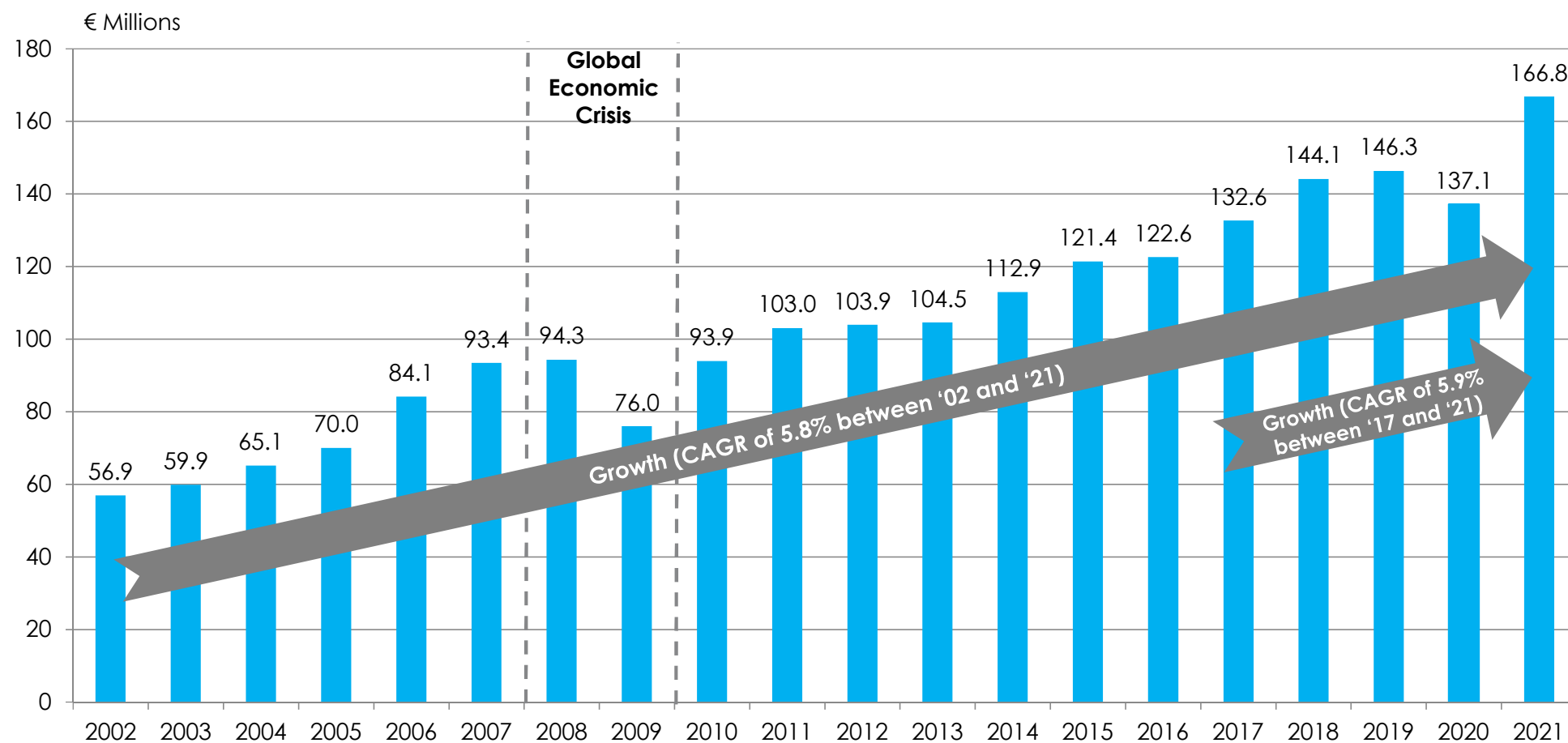
■ Electrical connectors
 ■ Tools
 ■ Railway Products
 ■ Marking Systems
 ■ Cable Glands
 ■ Others

	Electr. connectors	Tools	Railway products	Marking systems	Cable glands	Others	Total
2021	73,913 41.02%	25,814 14.33%	25,693 14.26%	33,052 18.34%	15,175 8.42%	6,538 3.63%	180,185 100%
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%
Change	29.41%	13.32%	5.45%	26.65%	30.50%	15.35%	22.04%

Italy	2021	2020	Δ
Sales	70.4 mln	55.0 mln	25.8%
% on total	42.2%	40.8%	

Europe (Italy excluded)	2021	2020	Δ
Sales	78.8 mln	64.0 mln	23.0%
% on total	47.2%	46.7%	

Rest of the World	2021	2020	Δ
Sales	17.7 mln	17.1 mln	3.1%
% on total	10.6%	12.5%	



€ Millions	2021	2020	Change % 2021-2020	2019	Change % 2021-2019
Sales	166.8	137.1	21.7%	146.3	14.0%
EBITDA <i>% of sales</i>	45.6 27.3%	36.3 26.5%	25.6%	37.1 25.4%	22.9%
EBIT <i>% of sales</i>	34.2 20.5%	25.2 18.4%	35.7%	27.2 18.6%	25.8%
EBT <i>% of sales</i>	34.3 20.6%	24.9 18.2%	37.7%	26.9 18.4%	27.3%
Net profit <i>% of sales</i>	25.3 15.2%	19.0 13.8%	33.4%	21.7 14.8%	16.7%
Tax rate %	26.2%	23.8%		19.5%	

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%

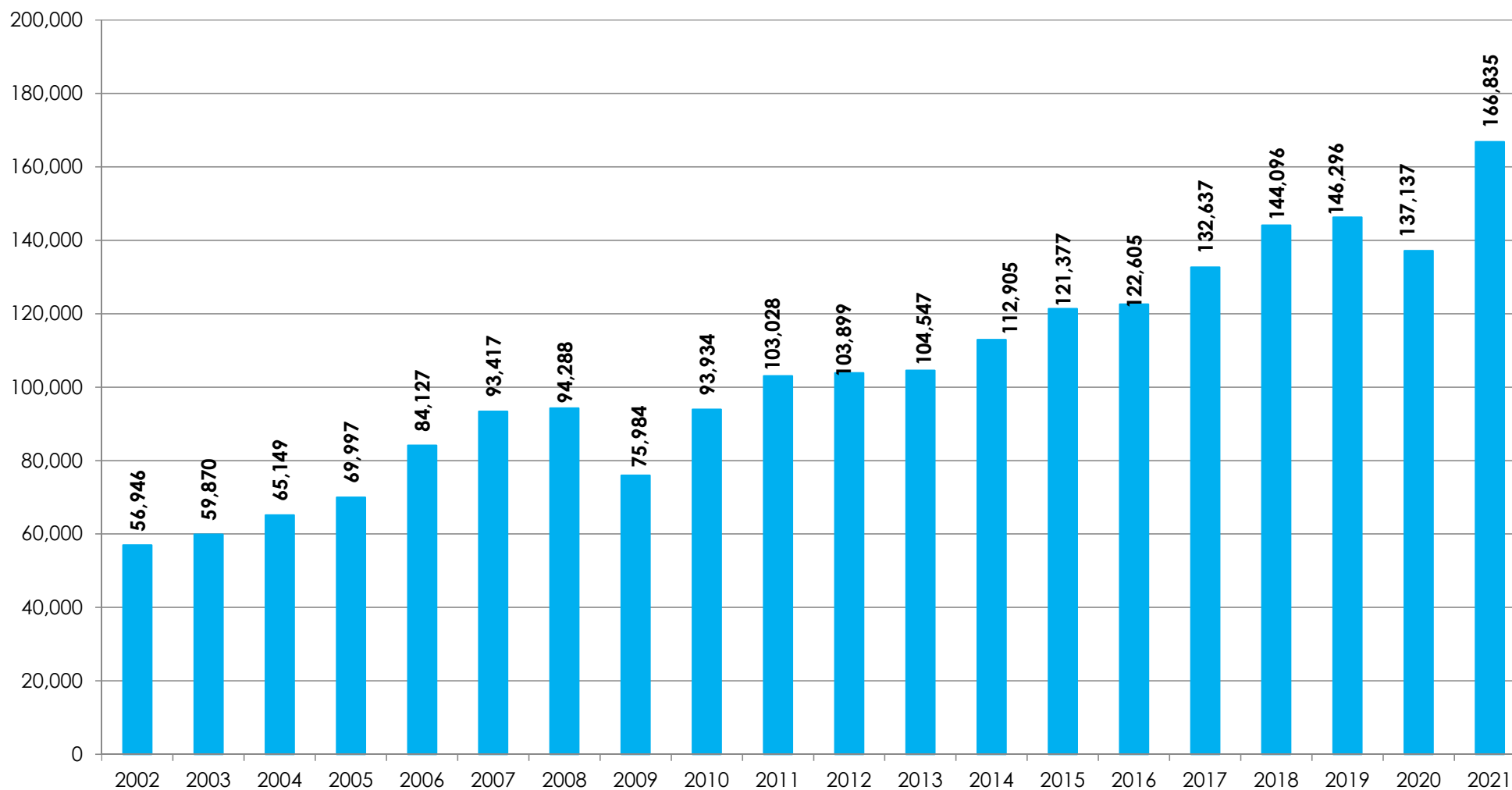
Company <i>(Euro thousands)</i>	2021	2020	Changes %	2019
CEMBRE S.p.A. (Italy)	91,708	73,578	24.64%	76,917
CEMBRE Ltd. (UK)	22,633	16,688	35.62%	19,274
CEMBRE S.a.r.l. (France)	11,258	9,557	17.80%	10,654
CEMBRE España S.L.U. (Spain)	12,471	11,107	12.28%	11,765
CEMBRE GmbH (Germany)**	18,875	15,587	21.09%	15,149
CEMBRE Inc. (USA)	9,890	10,620	-6.87%	12,537
CEMBRE Group	166,835	137,137	21.66%	146,296

* net of intragroup sales

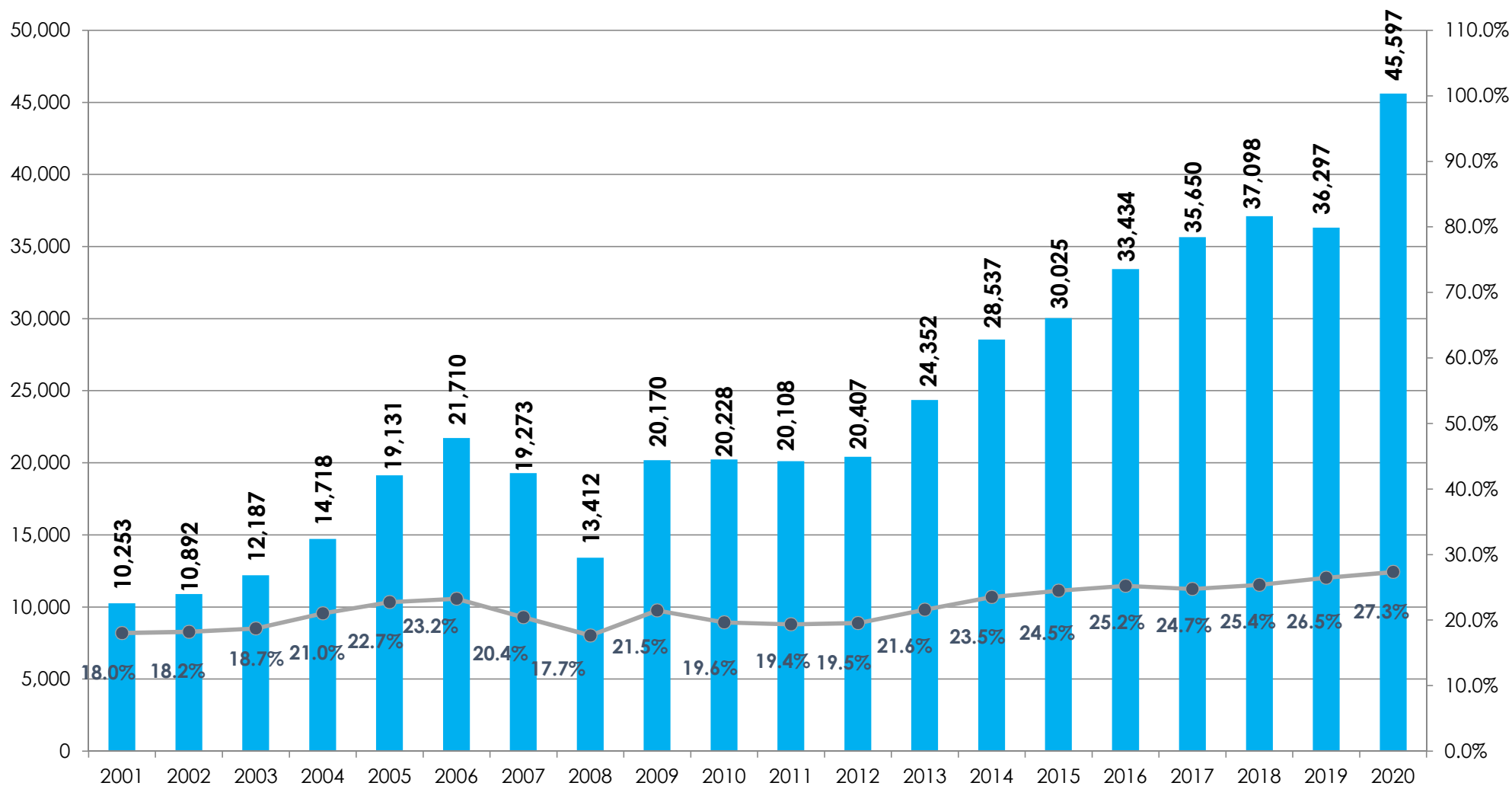
** 2019 datum includes IKUMA turnover

	€ Millions	Dec. 31, 2021	Dec. 31, 2020	Dec. 31, 2019
a	Net operating working capital <i>% of sales</i>	57.7 34.6%	56.2 41.0%	54.5 37.2%
b	Net fixed assets	103.5	104.3	106.0
c	Assets available for sales	-	-	-
d	Employees' severance indemnities	2.0	2.2	2.4
e	Provisions for risks and charges	0.4	0.2	0.3
f	Deferred taxes	3.3	2.9	2.9
	Net invested capital (a+b+c-d-e-f)	155.5	155.2	154.8
g	Equity	176.1	163.6	160.4
h	Net financial position	(20.6)	(8.4)	(5.6)
	Total sources (g+h)	155.5	155.2	154.8

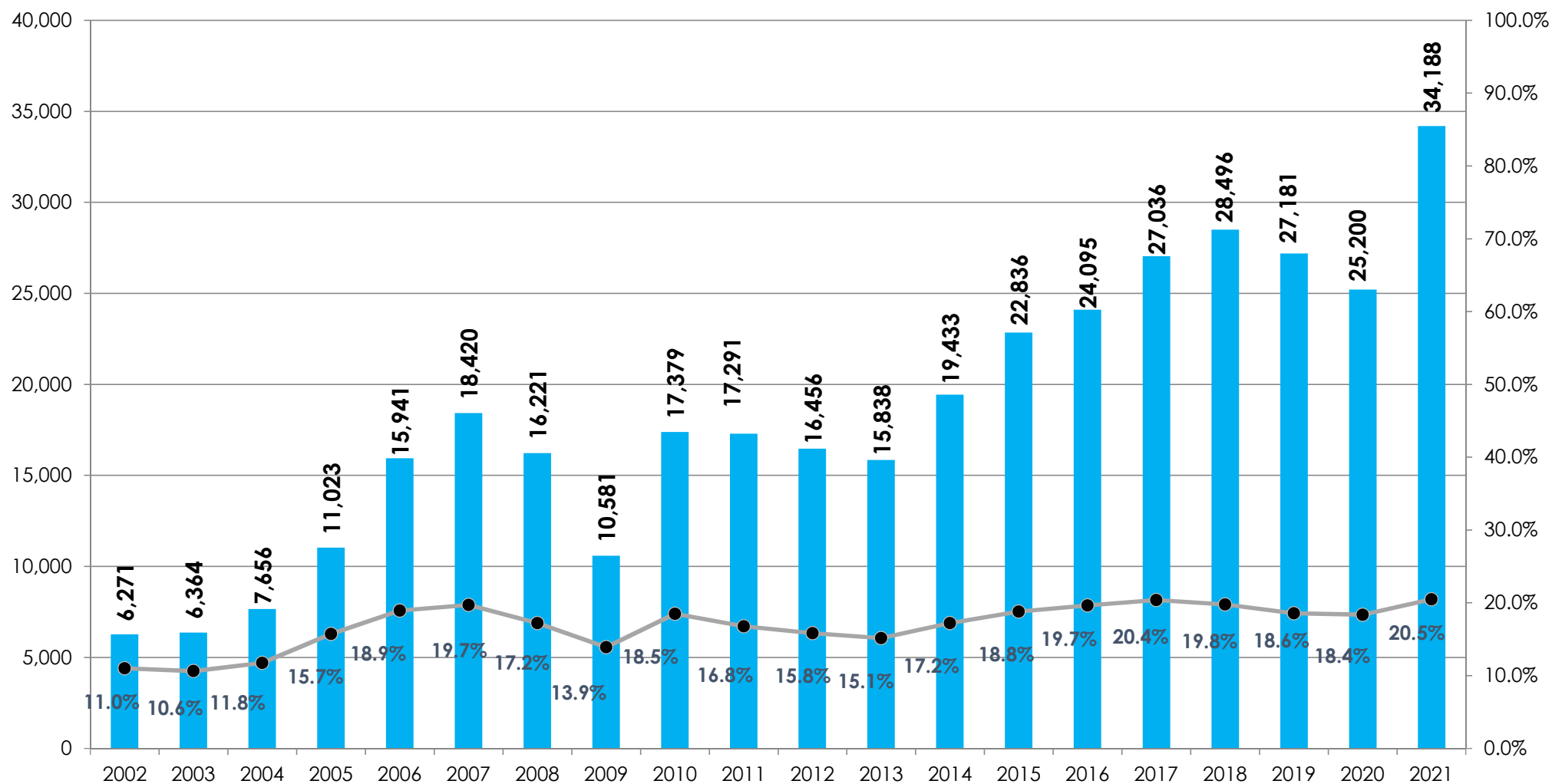
Turnover



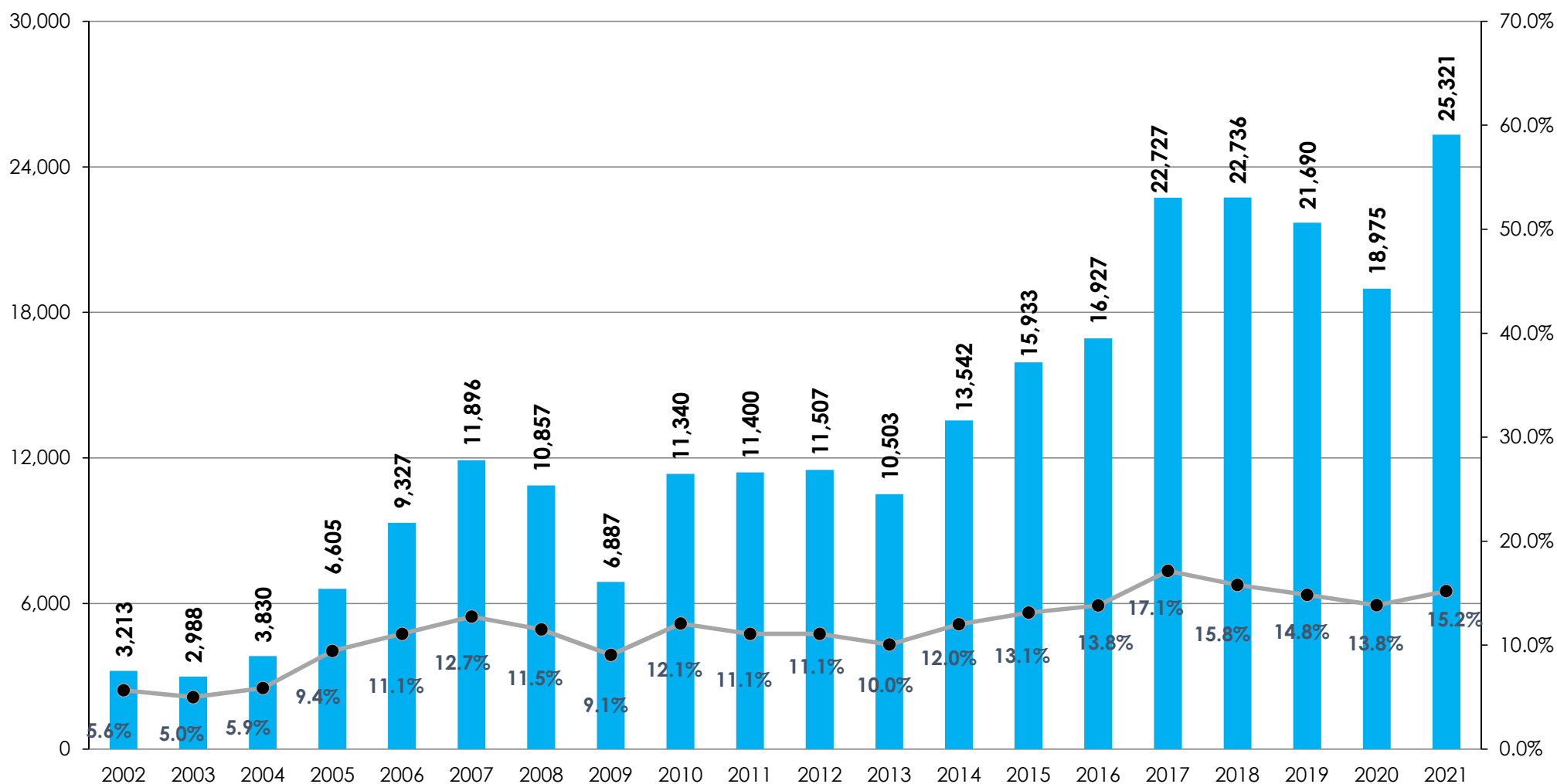
Ebitda (value and margin % on sales)



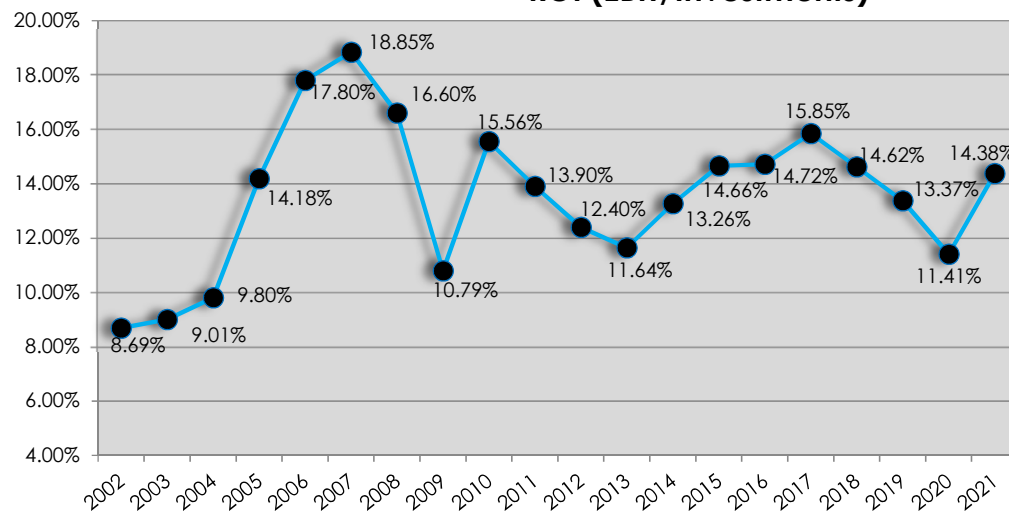
Ebit (value and margin % on sales)



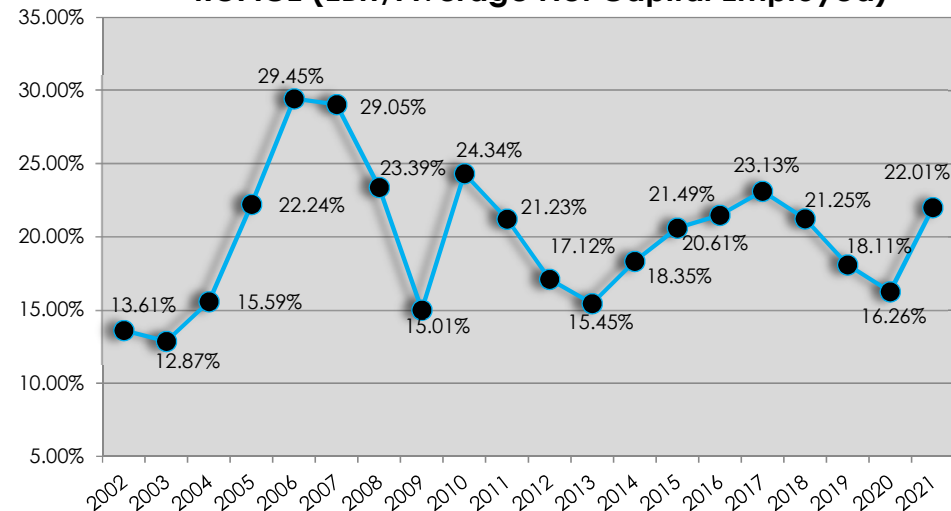
Net profit (value and margin % on sales)



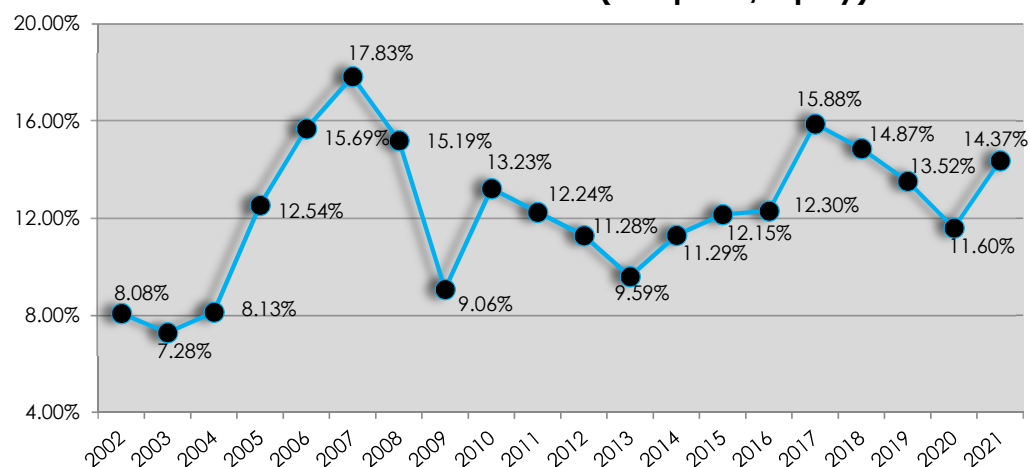
ROI (EBIT/Investments)



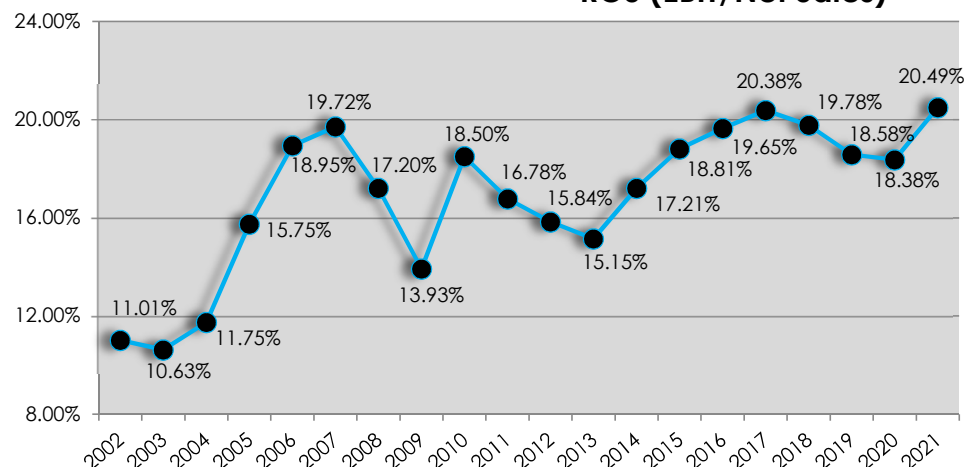
ROACE (EBIT/Average Net Capital Employed)

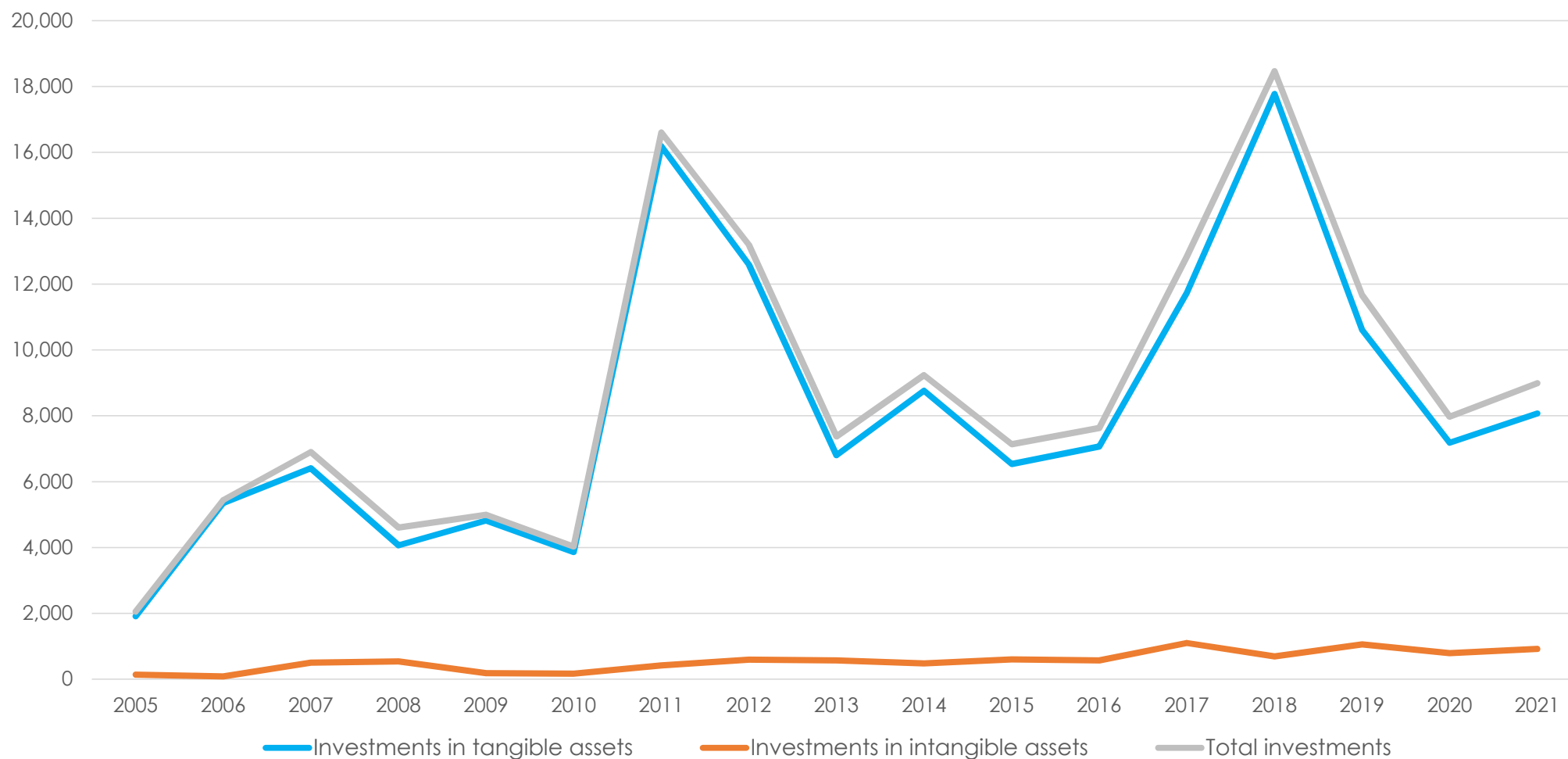


ROE (Net profit/Equity)



ROS (EBIT/Net Sales)





€ '000	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
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	8,072
Investments in intangible assets	142	87	500	544	182	169	418	597	573	477	601	569	1,101	691	1,057	793	919
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	8,991

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.

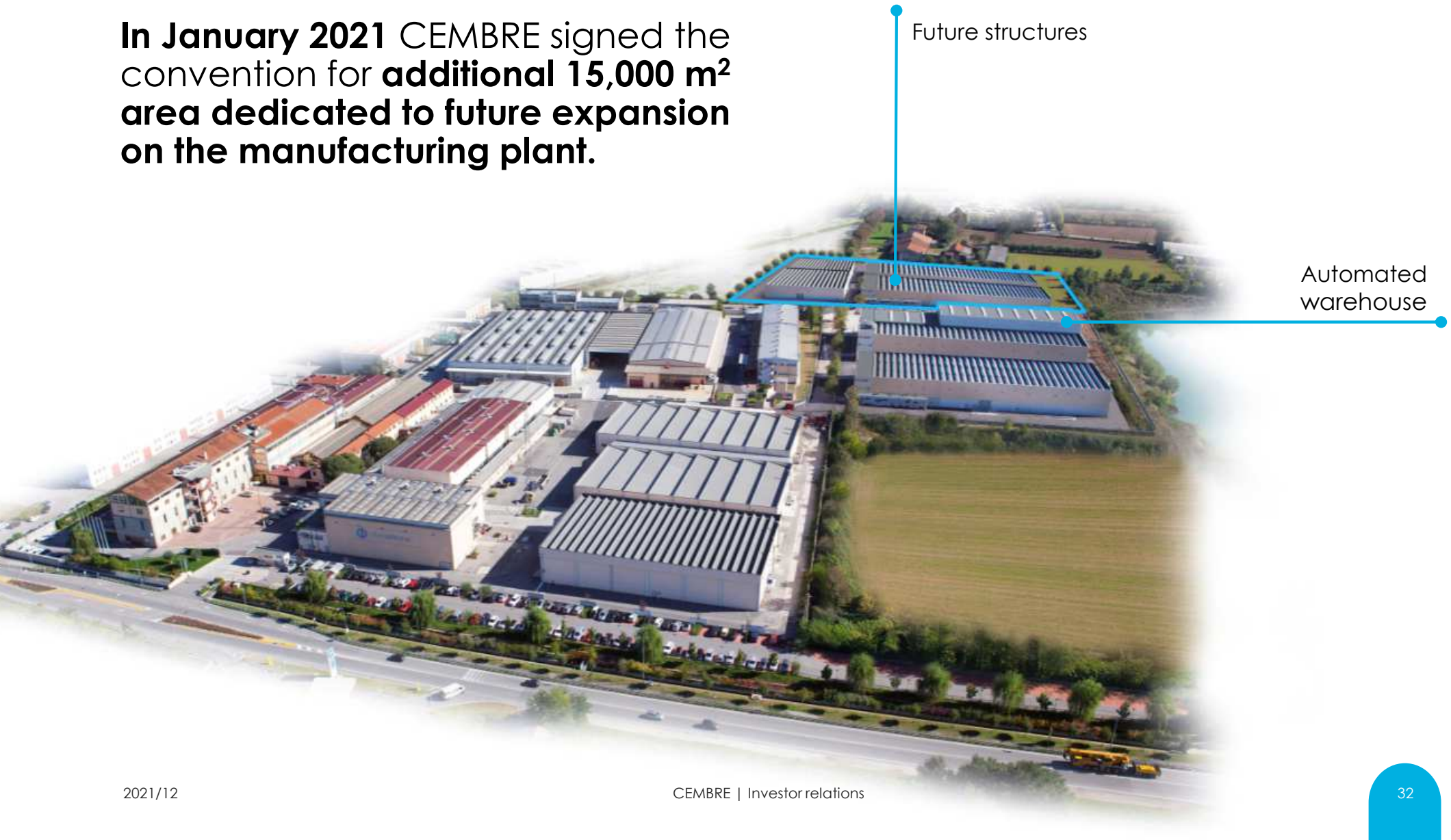
The automated warehouse, located in a **4,800 m² industrial building** built in 2012, has been operating from January, 2013.

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.**





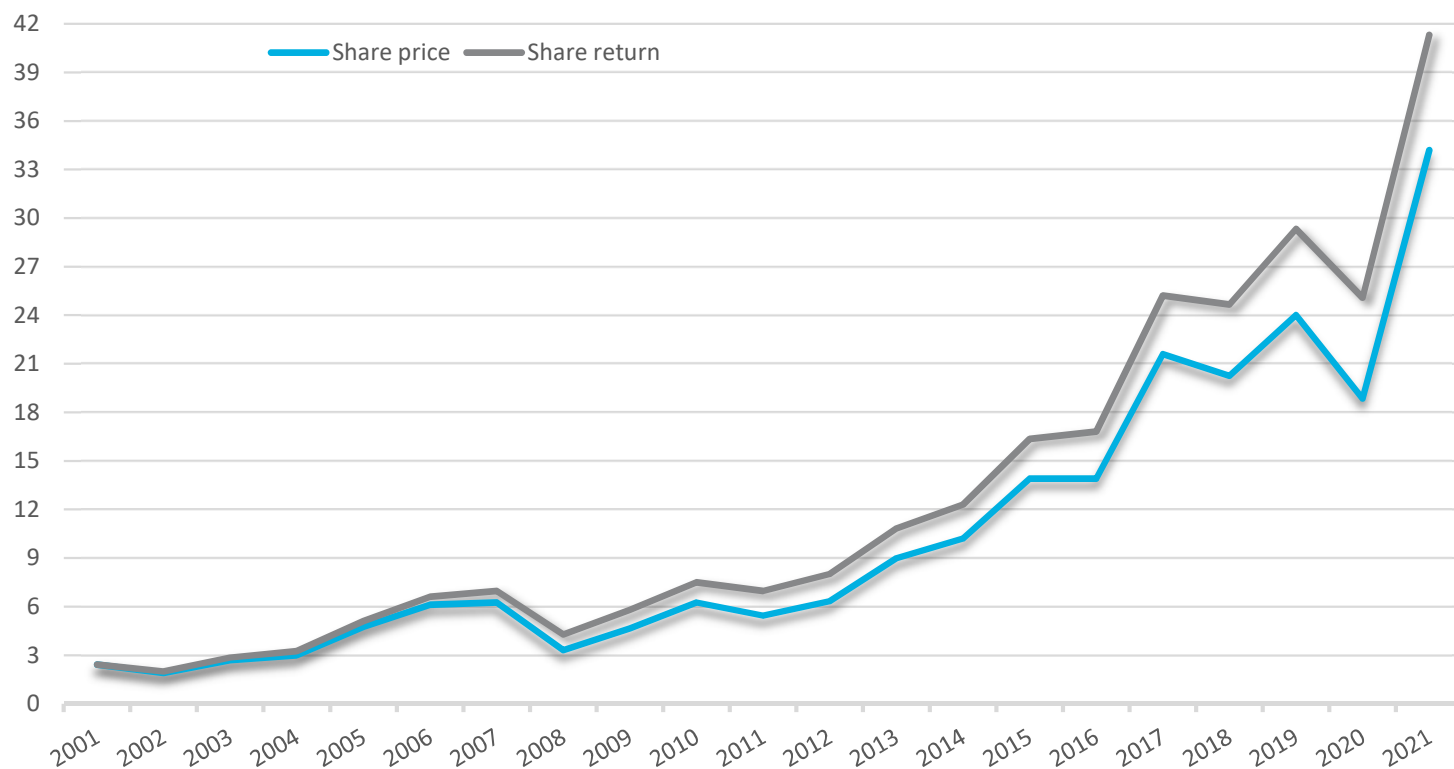
Cembre has been listed since December 1997, and is a part of the **Star Index** since September 2001.

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	2021
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	1.20
Payout Ratio ¹	44%	42%	41%	41%	39%	40%	37%	25%	30%	39%	24%	24%	42%	45%	49%	70%	59%	66%	69%	79%	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%	3.5%

¹ Using consolidated profit

² Using the year-end share price



Total return* 2001-2021
+15.2%
 CAGR

Performance 2001-2021**
+14.2%
 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	2021
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	34,20
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%	81.4%
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	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	7,12
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	41,32
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%	82.8%
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%	17.2%

¹ at the end of the year

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.