



CEMBRE

Investor presentation

Results of First Quarter 2026

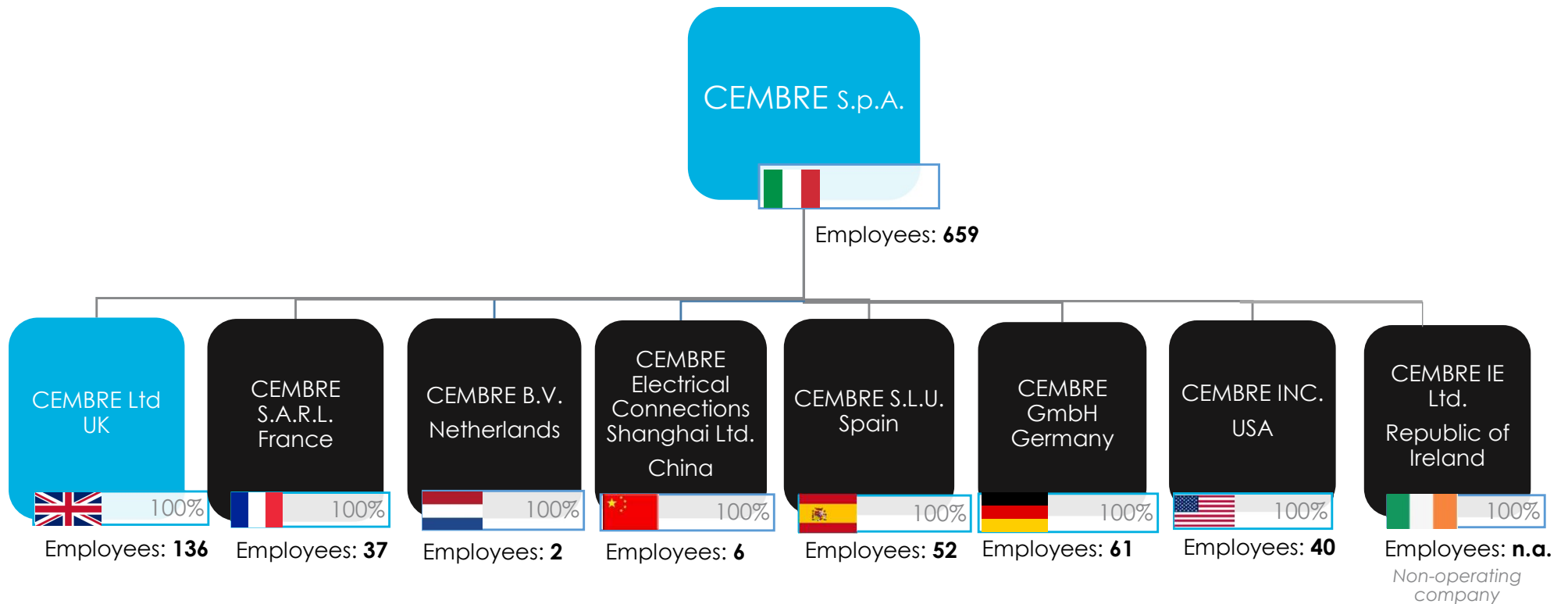
- CEMBRE at a glance
- Group team
- Main product lines & applications
- Results of First Quarter 2026
- Stock data & shareholding structure
- Contact



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 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 **993 employees** worldwide (at March 31, 2026)



HUMAN RESOURCES

(Number of employees by segment, at March 31, 2025)



R&D

•31



Manufacturing & logistics

•583



Sales & Marketing

•262



Administration & services

•117

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



MAIN PRODUCT LINES

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





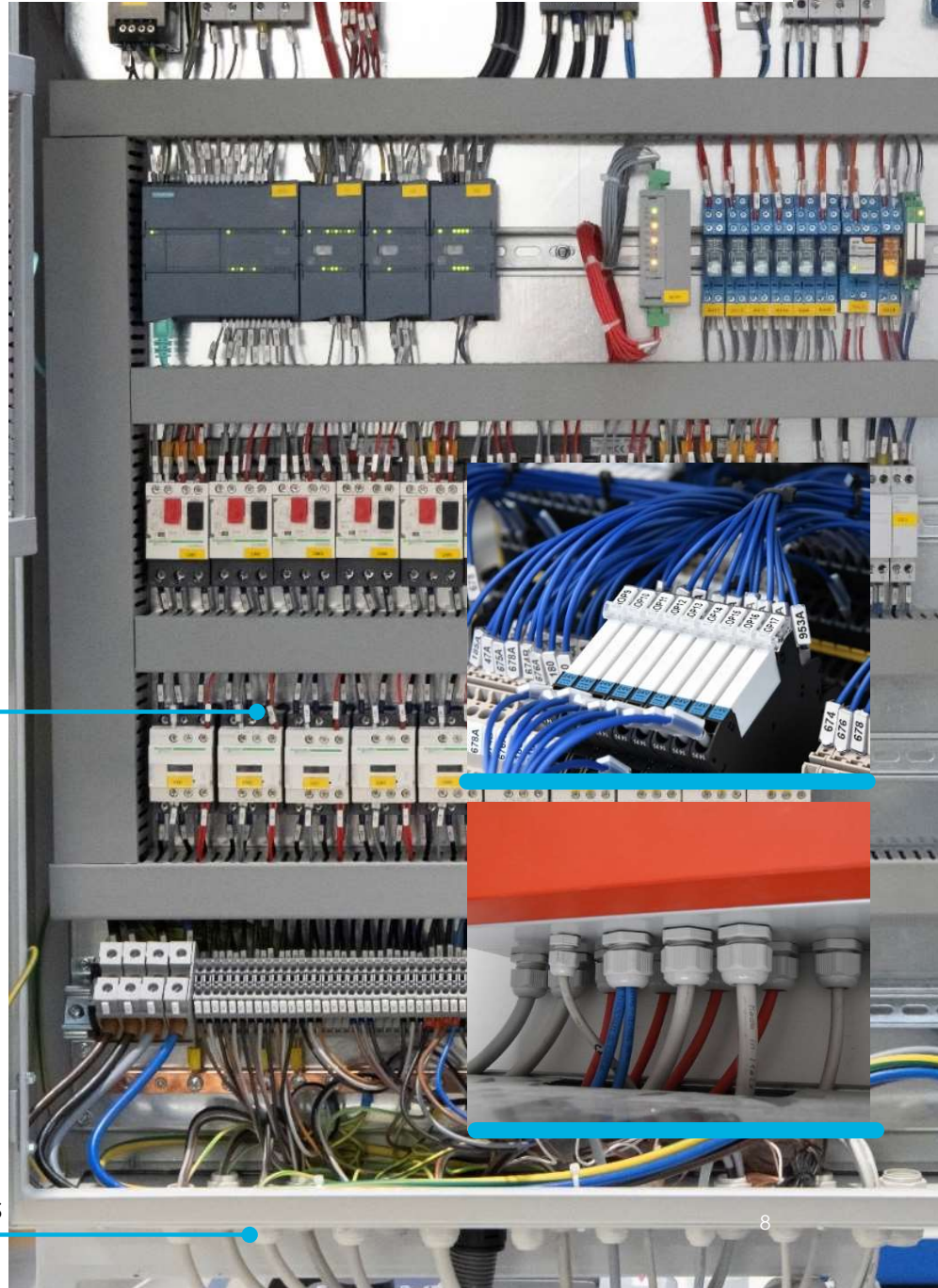
Connectors

Tools

Labelling

Cable glands

APPLICATIONS
INDUSTRY & AUTOMATION



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



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 **13,7% of the consolidated turnover** of the first quarter 2025.




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**.

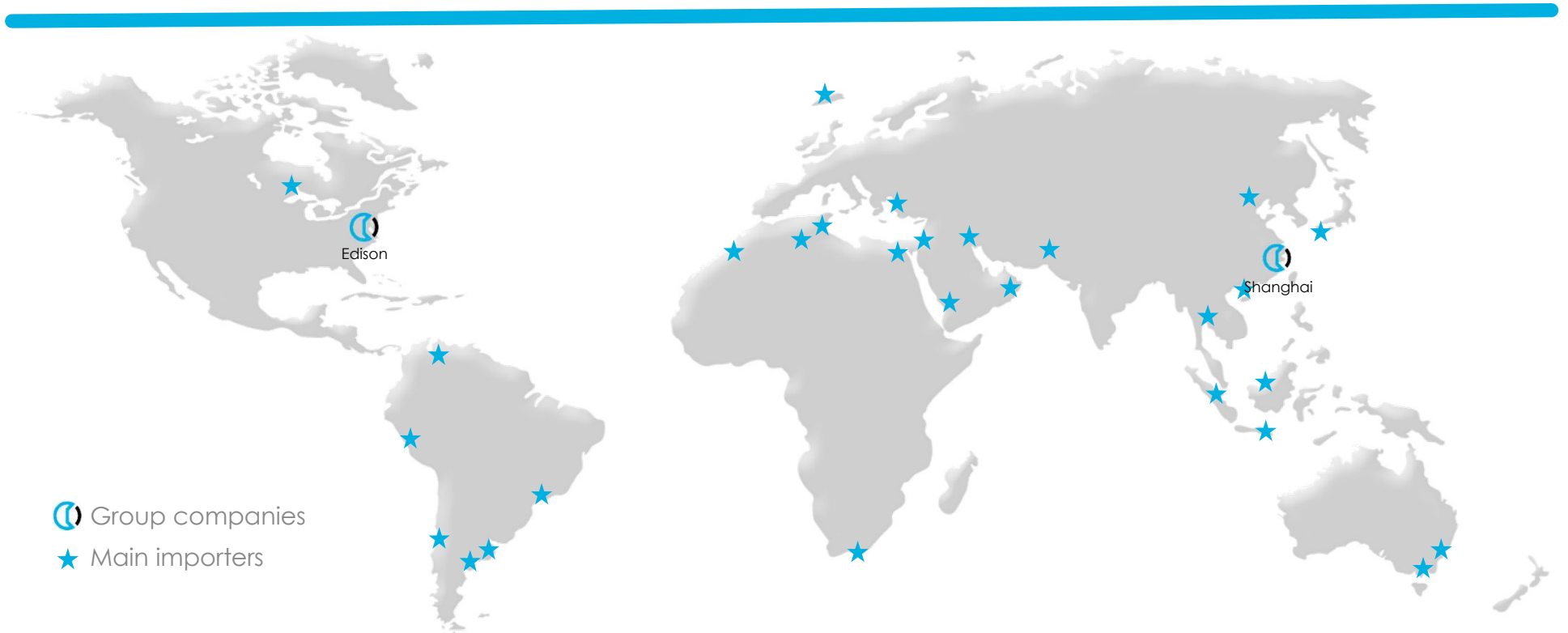
-  Group companies
-  Regional offices
-  Main importers





... 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

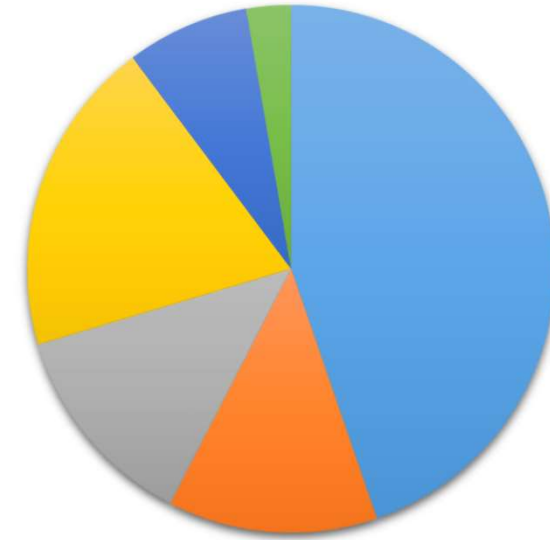
before commercial rebates by product family (€'000)

1st Quarter 2026



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

1st Quarter 2025



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

| | Electr. connectors | Tools | Railway products | Marking systems | Cable glands | Others | Total |
|------------------------------|-------------------------|------------------------|------------------------|-------------------------|-----------------------|-----------------------|-----------------------|
| 1 st Quarter 2026 | 36,025 48.23% | 9,305 12.46% | 7,465 10.00% | 14,386 19.26% | 5,377 7.20% | 2,132 2.86% | 74,690 100% |
| 1 st Quarter 2025 | 29,117 44.73% | 8,359 12.84% | 8,329 12.80% | 12,615 19.38% | 4,910 7.54% | 1,761 2.71% | 65,091 100% |
| Change | 23.72% | 11.32% | (10.37%) | 14.04% | 9.51% | 21.07% | 14.75% |

GEOGRAPHICAL REVENUES BREAKDOWN

| Italy | 1 st Quarter 2026 | 1 st Quarter 2025 | Change % |
|------------|------------------------------|------------------------------|----------|
| Sales | 30.3 Mln | 25.3 Mln | 19.9% |
| % on total | 44.4% | 42.1% | |

| Europe (Italy excluded) | 1 st Quarter 2026 | 1 st Quarter 2025 | Change % |
|----------------------------|------------------------------|------------------------------|----------|
| Sales | 30.9 Mln | 29.0 Mln | 6.5% |
| % on total | 45.1% | 48.3% | |

| Rest of the World | 1 st Quarter 2026 | 1 st Quarter 2025 | Change % |
|-------------------|------------------------------|------------------------------|----------|
| Sales | 7.2 Mln | 5.7 Mln | 25.1% |
| % on total | 10.5% | 9.5% | |



CONSOLIDATED RESULTS OF THE FIRST QUARTER 2026

| € Millions | 1 st Quarter 2026 | 1 st Quarter 2025 | Change % | 1 st Quarter 2024 |
|-------------------|------------------------------|------------------------------|----------|------------------------------|
| Sales | 68.3 | 60.0 | 13.9% | 58.7 |
| EBITDA | 23.0 | 19.6 | 17.3% | 16.5 |
| <i>% of sales</i> | 33.6% | 32.6% | | 28.2% |
| EBIT | 19.2 | 16.1 | 19.2% | 13.3 |
| <i>% of sales</i> | 28.1% | 26.9% | | 22.7% |
| EBT | 19.2 | 16.2 | 18.5% | 13.5 |
| <i>% of sales</i> | 28.1% | 27.0% | | 23.0% |
| Net profit | 14.0 | 11.9 | 17.8% | 9.7 |
| <i>% of sales</i> | 20.5% | 19.8% | | 16.6% |
| Tax rate % | 27.1% | 26.7% | | 27.8% |



GROUP'S COMPANIES TURNOVER* OF THE FIRST QUARTER 2026

| Company <i>(Euro thousands)</i> | 1 st Quarter 2026 | 1 st Quarter 2025 | Change % | 1 st Quarter 2024 |
|------------------------------------|---------------------------------|---------------------------------|--------------|---------------------------------|
| CEMBRE S.p.A. (Italy) | 35,139 | 30,682 | 14.5% | 32,972 |
| CEMBRE Ltd. (UK) | 9,365 | 8,012 | 16.9% | 6,755 |
| CEMBRE S.A.R.L. (France) | 3,747 | 4,492 | (16.6%) | 4,151 |
| CEMBRE S.L.U. (Spain) | 7,096 | 6,282 | 13.0% | 5,485 |
| CEMBRE GmbH (Germany) | 6,813 | 6,189 | 10.1% | 5,855 |
| CEMBRE INC. (USA) | 4,978 | 3,443 | 44.6% | 3,436 |
| CEMBRE B.V. (Netherlands) ** | 892 | 673 | 32.5% | n.a. |
| CEMBRE Shanghai Ltd.(China) ** | 319 | 233 | 36.9% | n.a. |
| CEMBRE Group | 68,349 | 60,006 | 13.9% | 58,654 |

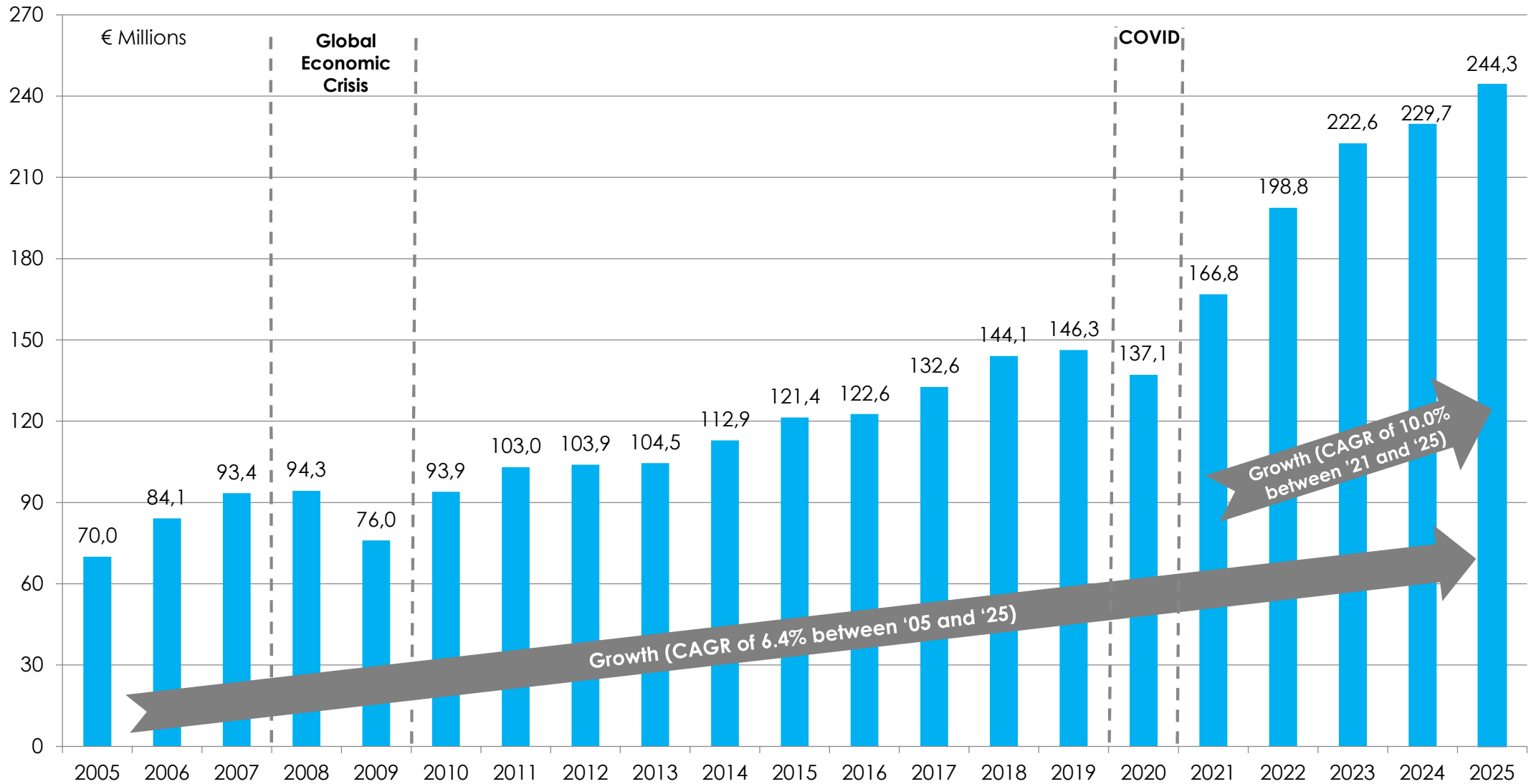
* net of intragroup sales

** operating company in 2025

| | € Millions | Mar. 31, 2026 | Dec. 31, 2025 | Mar. 31, 2025 |
|---|--|------------------|------------------|------------------|
| a | Net operating working capital <i>% of sales</i> | 106.7 42.3% | 94.6 38.7% | 97.0 42.2% |
| b | Net fixed assets | 143.6 | 141.0 | 129.4 |
| c | Assets available for sales | - | - | - |
| d | Employees' severance indemnities | 1.5 | 1.5 | 1.6 |
| e | Provisions for risks and charges | 0.6 | 0.5 | 0.4 |
| f | Deferred taxes | 0.3 | 0.0 | (0.5) |
| | Net invested capital (a+b+c-d-e+f) | 248.5 | 233.6 | 223.8 |
| g | Equity | 247.5 | 233.1 | 230.9 |
| h | Net financial position | 1.0 | 0.5 | (7.1) |
| | Total sources (g+h) | 248.5 | 233.6 | 223.8 |



REVENUES EVOLUTION

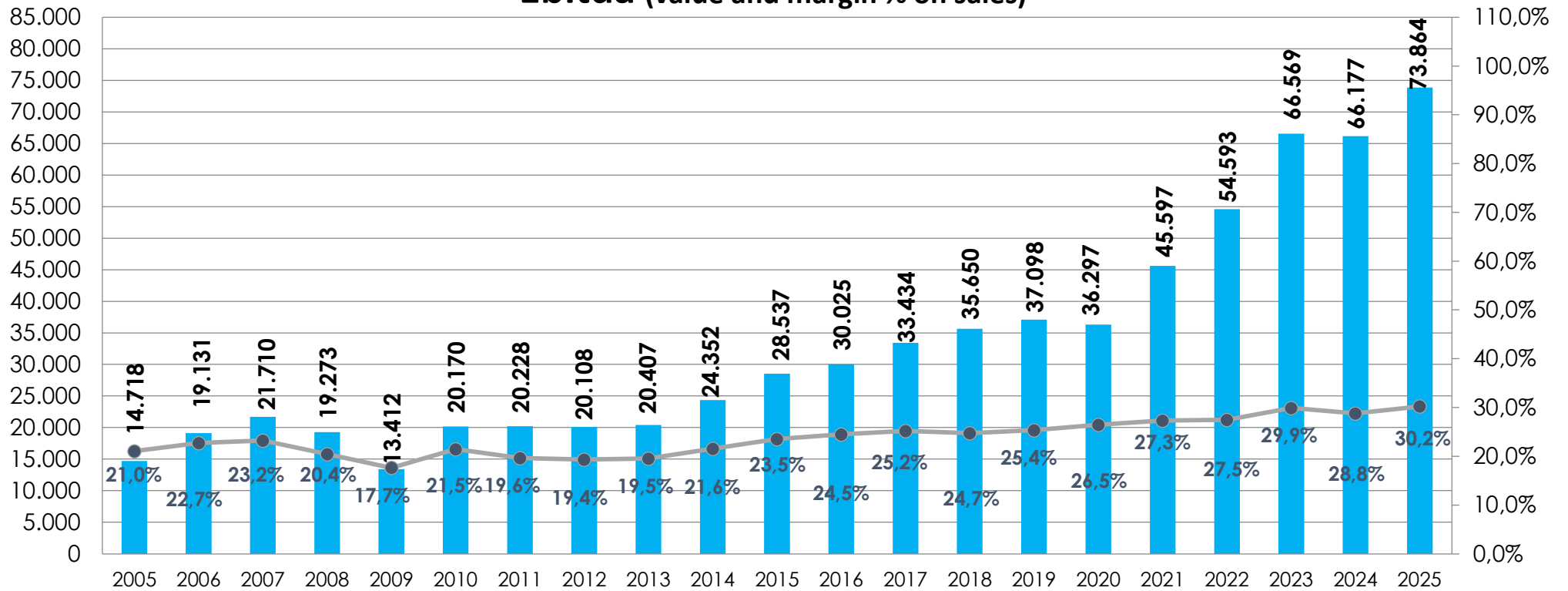




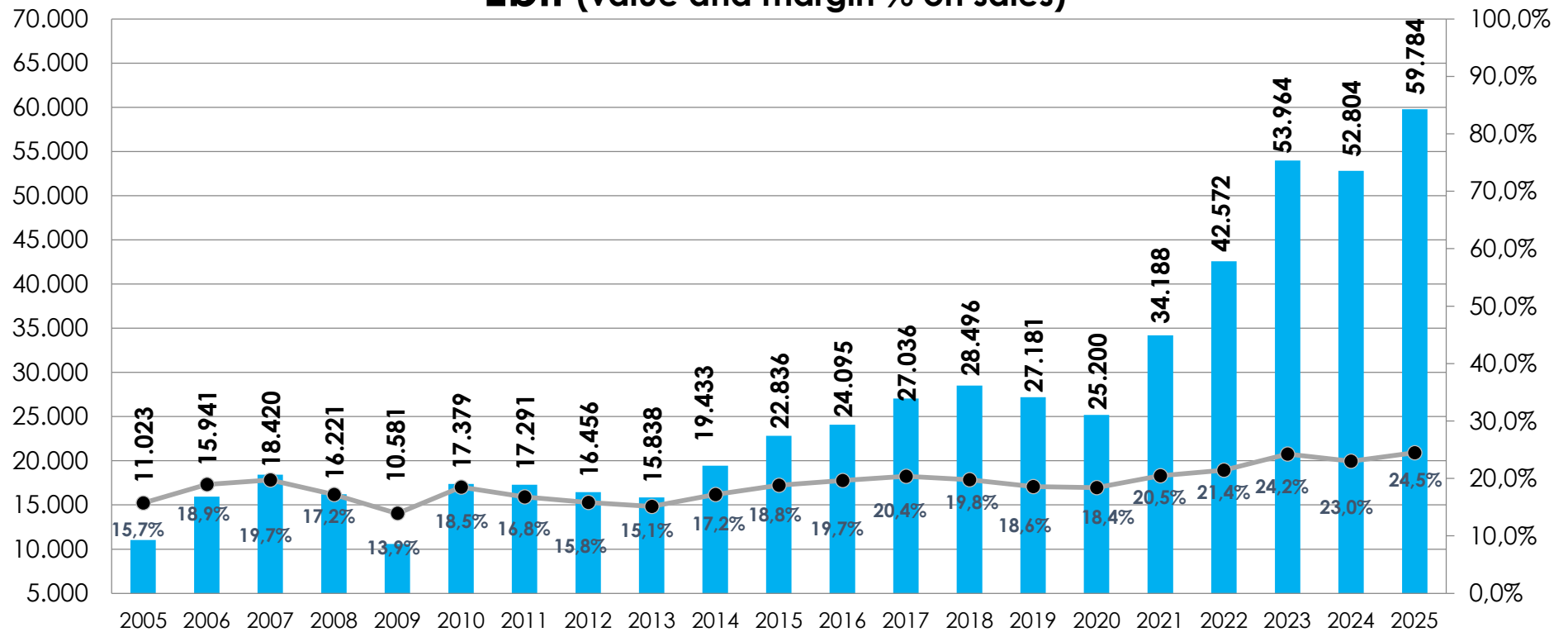
CEMBRE'S REVENUES AND PROFITABILITY TREND

(€ '000)

Ebitda (value and margin % on sales)



Ebit (value and margin % on sales)

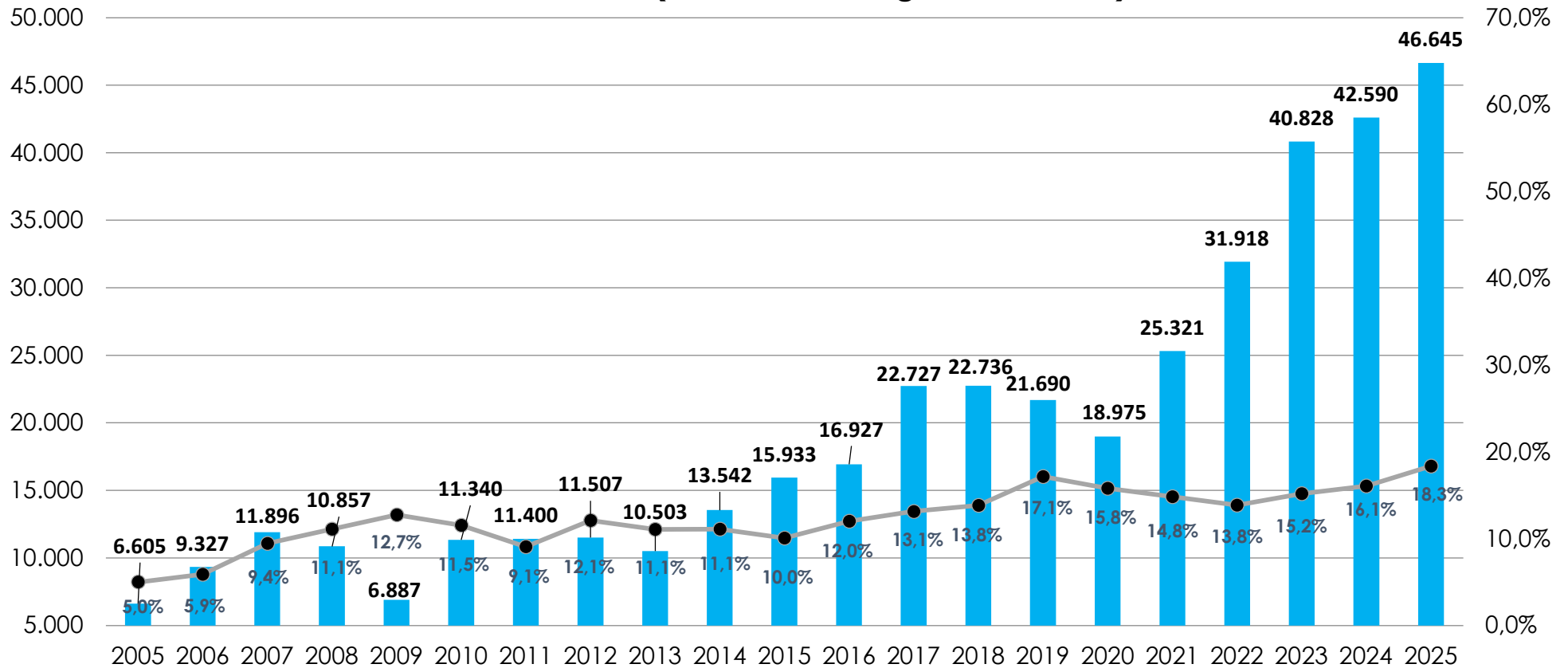




CEMBRE'S REVENUES AND PROFITABILITY TREND

(€ '000)

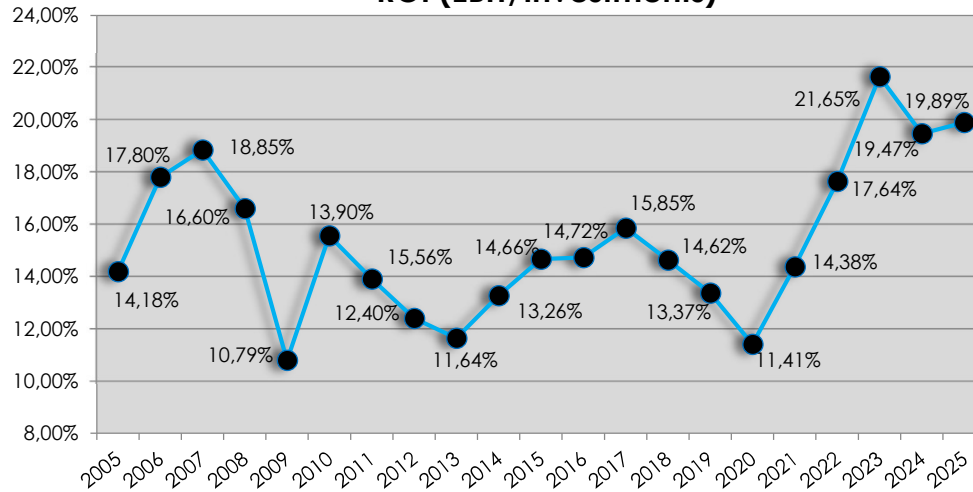
Net result (value and margin % on sales)



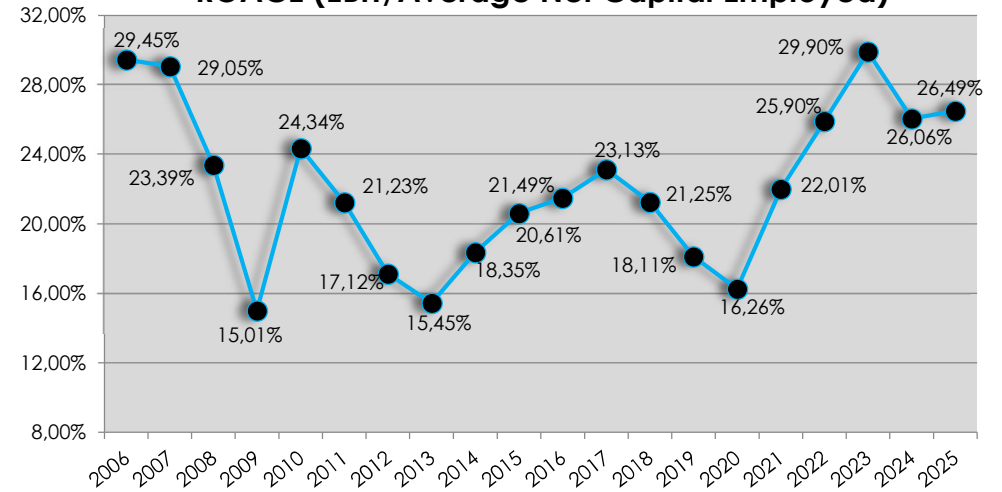


INDEX ANALYSIS

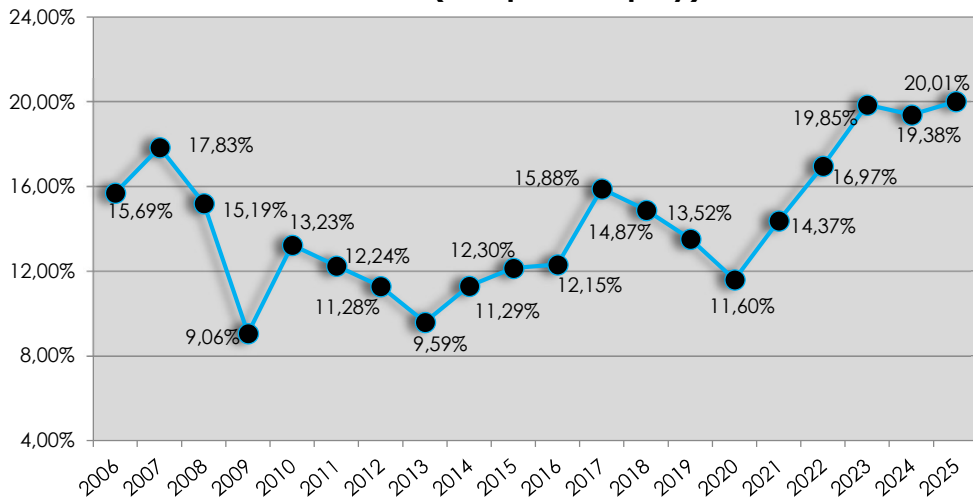
ROI (EBIT/Investments)



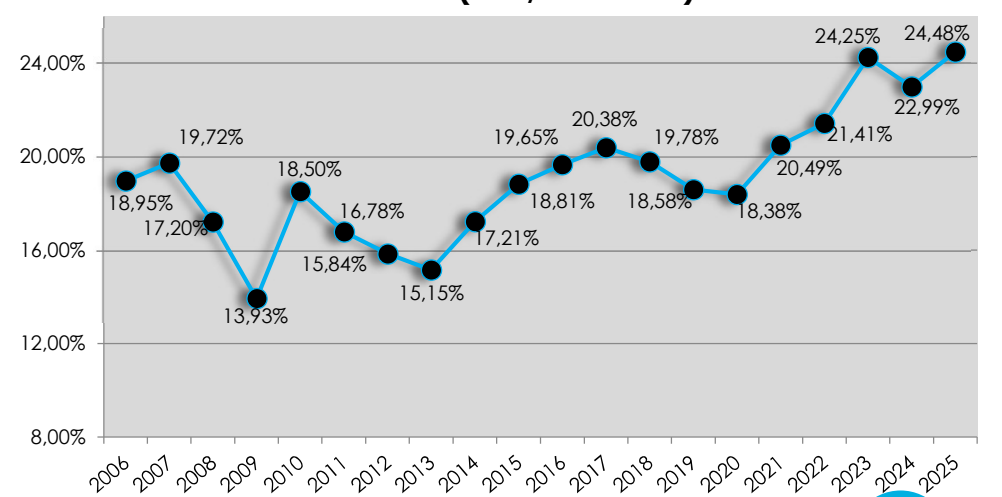
ROACE (EBIT/Average Net Capital Employed)



ROE (Net profit/Equity)

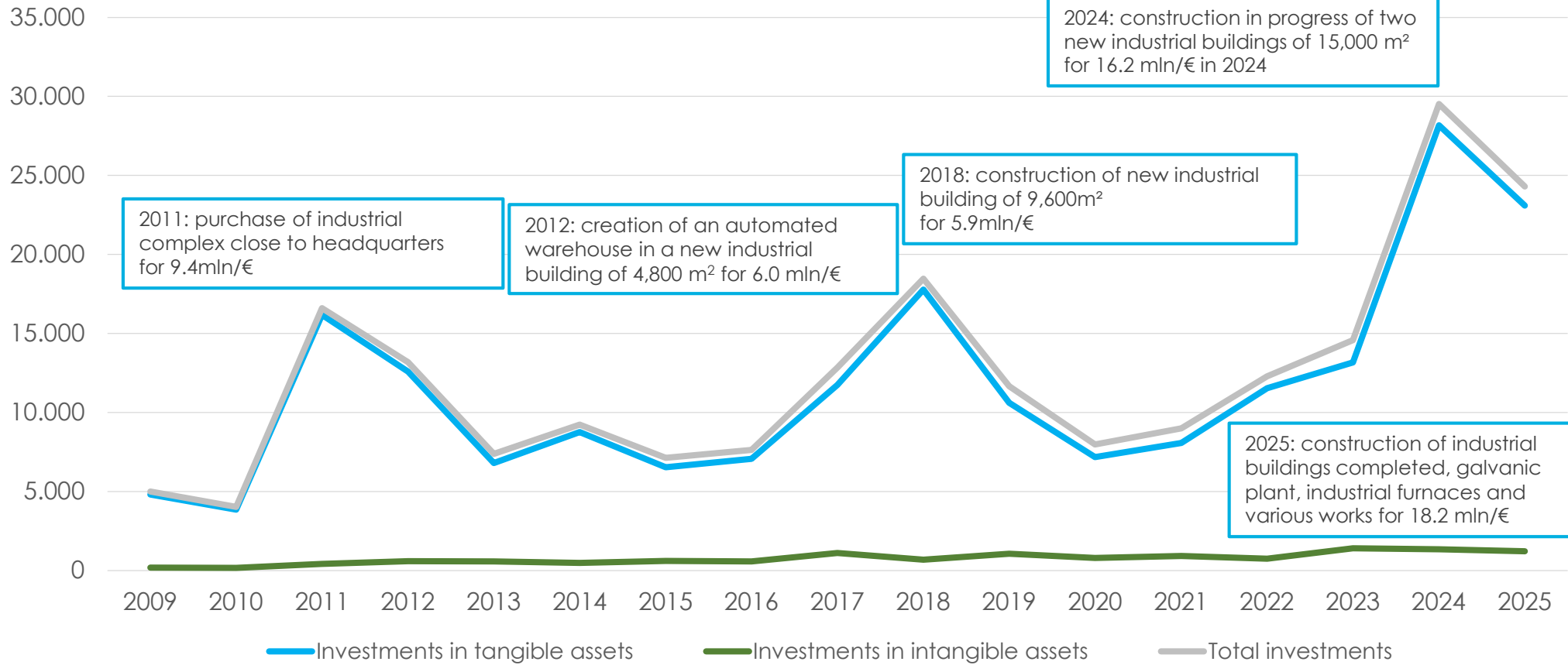


ROS (EBIT/Net Sales)





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 |



2026 AND ONWARDS

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.



2026 AND ONWARDS

In 2025, two new industrial buildings, for a total of 15,000 m², were completed. These will house the electrical connectors production line; the investment of this project has a maximum cost of € 42mln with non-repayable contributions for a maximum of € 4.9mln.



CEMBRE

data updated at May 08, 2026

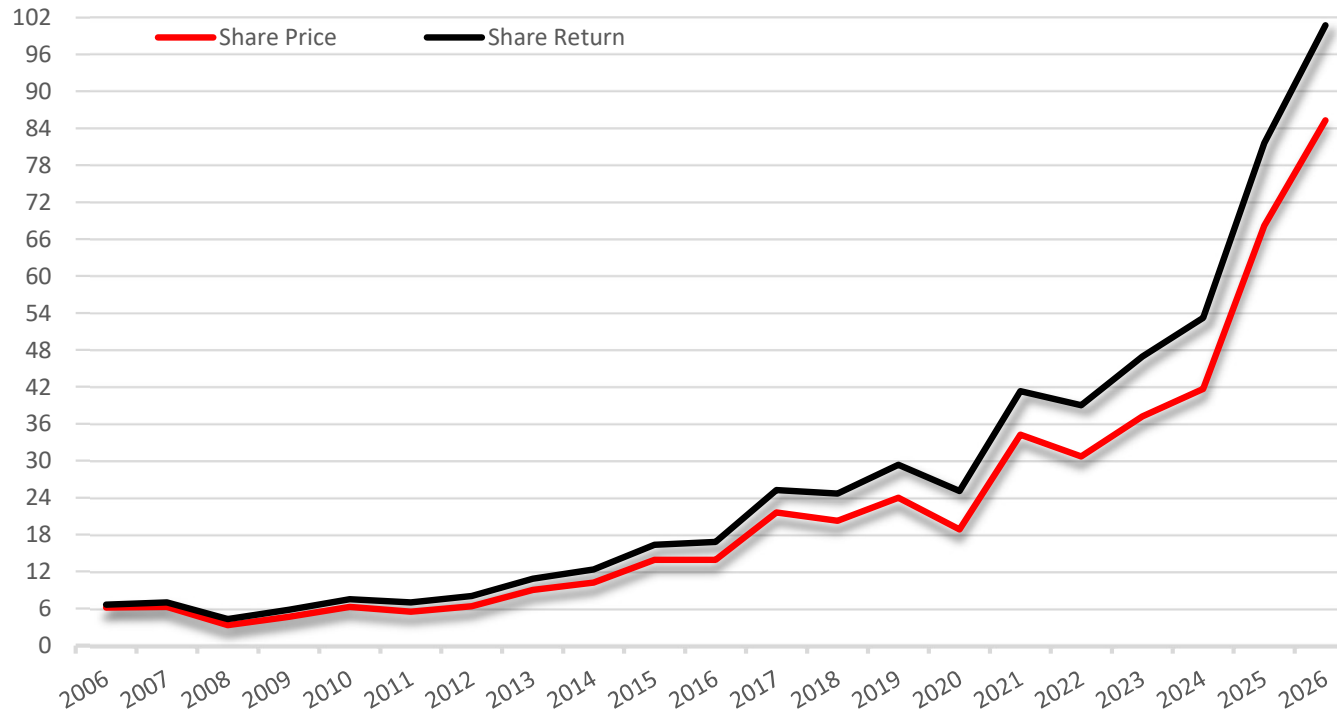


CEMBRE has been listed since December 1997, and is a part of the **Star Index** since September 2001.

| 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 profit² Using the year-end share price



Total return* 2006-2026
+14.6%
CAGR

Performance 2006-2026**
+14.1%
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 | 85.3 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% | 25.1% |
| 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 | 100.76 |
| 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% | 84.7% |
| 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% | 15.3% |

¹ at the end of the year

² at May 8, 2026

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.