



C e m b r e



Company presentation



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Activity and Competitive Position





Cembre

- Cembre **develops, produces** and **markets** in Europe and in the USA **electrical crimp type connectors** and **related installation tools**
- Our main objective is to cooperate with our products' users to find the **best technical** and **economical solutions** related to **electrical connection applications**



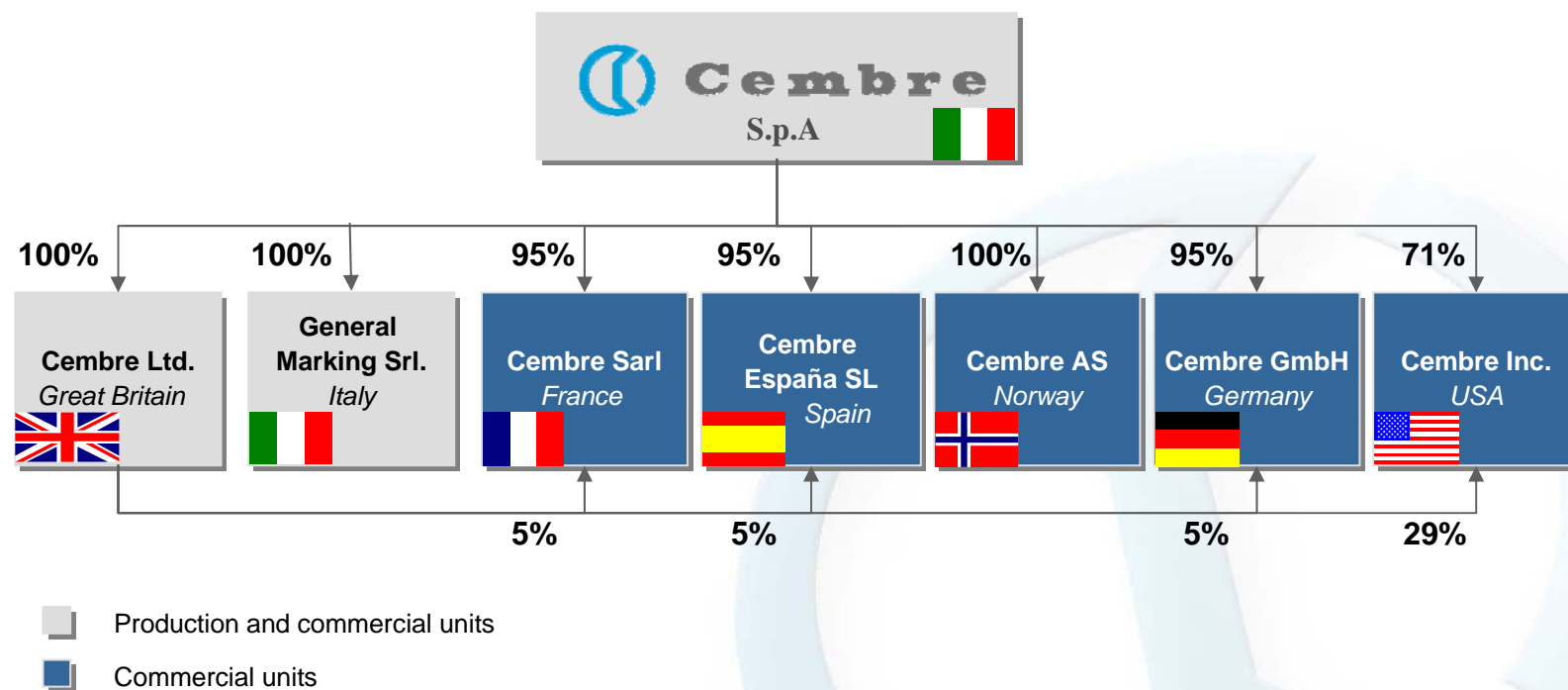
Competitive position

Cembre Group is:

- **Italian leader in electrical crimp type connectors and related installation tools**, extensively used in large engineering projects
- **European leader within major worldwide producers of tools for the installation of electrical power connectors**

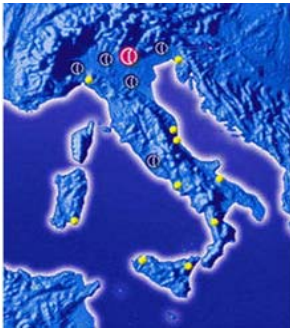


Group structure





Distribution network



- In Italy Cembre has an **extensive distribution network**, with offices and warehouses located in Milan, Rome, Turin, Padua and Bologna
- Present all over the **Italian territory** through a network of **own employed salesmen or representatives** able to offer fast and constant technical assistance
- Abroad Cembre operates through **five subsidiaries companies in Europe** (UK, France, Spain, Germany and Norway) and one **in the USA**
- **Presence in the main countries all over the world through** a network of importers and agents able to provide technical and commercial assistance and rapid delivery





Competitive advantages

- **Technological leadership** thanks to a constant involvement in R&D
- **Extensive product range** characterised by a balanced relationship between quality and price
- Ability to **enter markets with a high growth potential** (railway, energy, US market,...)
- A commercial network consisting of **own employed salesmen**
 - **direct presence** in the main European markets and USA and long standing penetration in the main non European markets
 - constant **interaction with end users** and consolidated relationships with **distribution groups**
- **Rapid time to-market** and **automatic warehouse management**



Products and Markets





Market trend ()*

- In 2005 turnover of global connectors reached approximately USD 35.5 billions with an increase of 6.2% with respect to 2004
- For 2006 it's forecasted a global connectors market turnover of approximately USD 39.9 billion, with an increase of 12.6%
- Forecasted growth is driven by China (+32.4%). The estimated growth rate for Europe is 5.4%, North America 9.5%, Japan 6%, Asian-Pacific area 19.3% and in the "Rest of the World" 15.1%.
- Cembre operates in a **specific niche** - power connectors and terminal blocks

(*) Source: Bishop & Associates



Expanding the products' range

In order to keep the **market leadership** and to **fight the market slowdown of the period 2002-2003**, Cembre had sensibly **increased the range of products offered** through:

- **research activities** mainly focused on the **development of innovative products** for the **sectors with the highest growth potential** (rail transportation, civil and industrial plant engineering)
- **improvement and update of existing products** to get them easier to use and more efficient in their performances
- **widening of traditional products range**, now richer and more complete thanks to the **introduction of complementary product** (f.i.cable markers)



Electrical connectors



- Turnover as at December 31, 2006: Euro 31.7 millions (+ 23.1% vs. December 31, 2005)
 - To Italy: 20.2% of total sales
 - To foreign countries: 18.0% of total sales (16.3% to Europe and 1.7% outside Europe)

- Characteristics:
 - **high and safe performance** guaranteed by effective **Quality Control** during production process
 - **high level automation** of manufacturing and consequent costs reduction
 - **quick adaptation** of products to clients' needs, thanks to its **high flexible productivity**



Tools

- Turnover as at December 31, 2006: Euro 18.5 millions (+18.6% vs. December 31, 2005)
 - To Italy: 5.2% of total sales
 - To foreign countries: 17.0% of total sales (11.9% to Europe and 5.1% outside Europe)

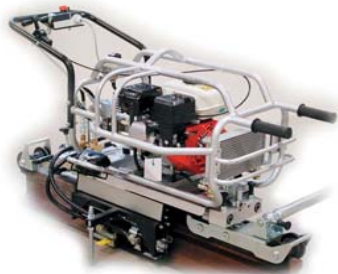


- Characteristics:
 - **quick installation** of connectors thanks to tools used for compressing and cutting the conductors
 - **wide products range**: mechanical, pneumatic, hydraulic and electric based operations
- Development of new products in last two years:
 - **hydraulic battery operated pump** already marketed in Italy and Europe
 - the **new generation of battery tools** is intended to progressively substitute the traditional ones, as they are **more appreciated** thanks to the **elimination of physical endeavour**



Railway products

- Railway products and accessories, turnover as at December 31, 2006: Euro 21 millions (+11.2% vs. December 31, 2005)
 - To Italy: 5.2% of total sales
 - To foreign countries: 20.1% of total sales (16.9% to Europe and 3.2% outside Europe)



- Characteristics:
 - **high quality products**
 - **constant R&D activities**
 - **high potential growth**
- Development of new products:
 - **Nut Runner - NR-11P** (marketed in the second half of 2005)
 - **new machine for insertion and extraction of “Pandrol” type clips** for the fixing of rails to cross-beams (already marketed in Italy and Europe)

Both the products are very **competitive on the market** since they offer superior flexibility, lightness and velocity against alternative products



Cable markers

- Cable markers, turnover as at December 31, 2006: Euro 3.8 millions (+50.6% vs. December 31, 2005)
 - To Italy: 3.7% of total sales
 - To foreign countries: 0.9% of total sales (0.7% to Europe and 0.2% outside Europe)



- With the introduction of these new products Cembre:
 - further **enriched its offer with thousand of new articles** (electrical equipment wholesalers prefer supplier with a wide catalogue)
 - **strengthened its competitive position** in Italy and **created big opportunities** to enter the European markets
 - **entered a market**, worth of Euro 25 million considering only Italy
 - **improved** the production structure
- Moreover, **thanks to the existing distribution network**, internationally widespread, Cembre was able to put in place, also for these products, an aggressive marketing and a capillary distribution



Other products

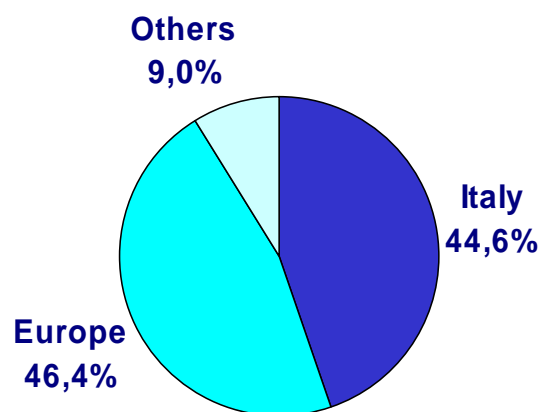
- Cable glands, turnover as at December 31, 2006: Euro 5.8 millions (+16.3% vs. December 31, 2005)
 - To Italy: 6.5% of total sales
 - To foreign countries: 0.4% of total sales (Europe)



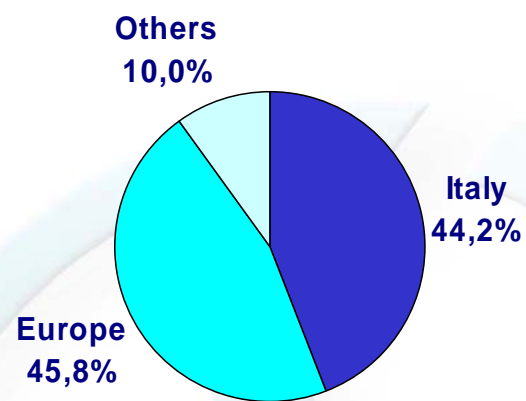
- Terminal blocks, turnover as at December 31, 2006: Euro 2.2 millions (+5.1% vs. December 31, 2005)
 - To Italy: 2.4% of total sales
 - To foreign countries: 0.3% of total sales (Europe)
- Product upgrade:
 - implementation of the new European Union safety regulations required the adoption of modern connection systems as those manufactured by Cembre Group



Turnover breakdown by geographical area



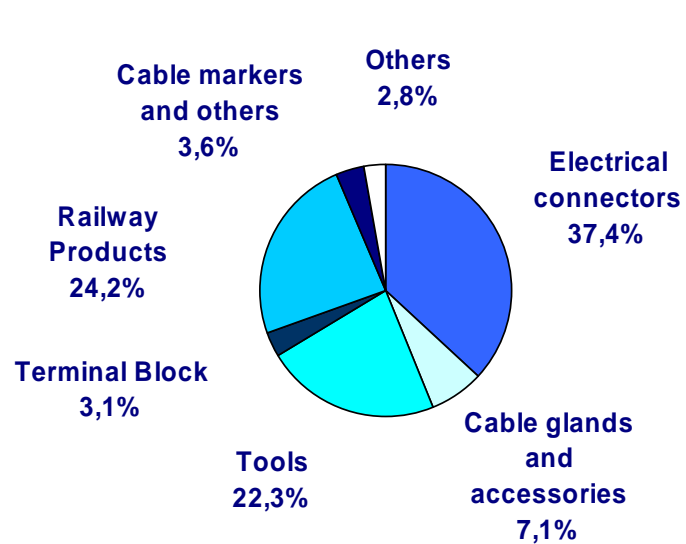
Dec. 31, 2005
Euro 70 millions



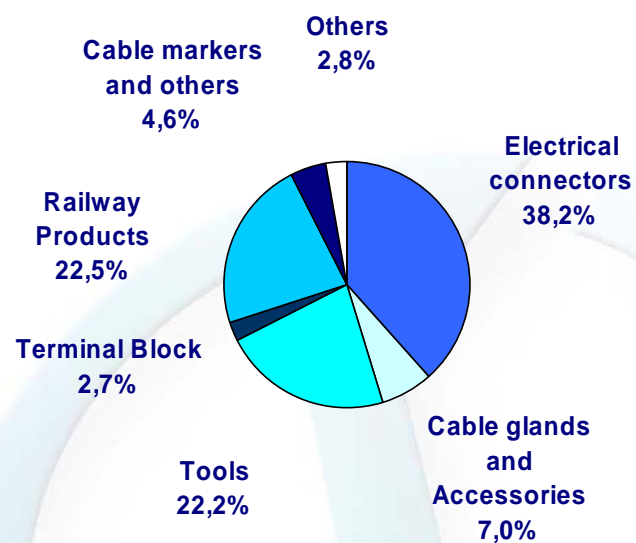
Dec. 31, 2006
Euro 84.1 millions



Turnover breakdown by product



Dec. 31, 2005
Euro 70 millions



Dec. 31, 2006
Euro 84.1 millions



Consolidated Financial Highlights





2006 consolidated results: highlights

Consolidated results of **the year 2006** were characterised by:

- **Increase of sales** of 20.2% thanks to:
 - the progressive **reinforcement of competitive position** on foreign markets that recorded a 21.3% increase
 - the **turnover** recover on **Italian Market** (+18.8%)

- **Improvement** of all margins thanks to:
 - higher increase in operative efficiency
 - costs containment
 - lower incidence of amortizations

- The **consolidated net profit** grew of **41.2%**

- **A positive net financial position** which amount to Euro 1.1 millions (positive for 2.8 millions as at December 31, 2005).



Year 2006 consolidated results

Euro millions	Dec. 31, 06	Dec. 31, 05	Changes %
Sales	84.1	70.0	20.2%
EBITDA <i>In % of sales</i>	19.1 22.7%	14.7 21.0%	30.0%
EBIT <i>In % of sales</i>	15.9 18.9%	11.0 15.7%	44.6%
EBT <i>In % of sales</i>	15.9 18.9%	11.2 16.0%	41.7%
Net profit <i>In % of sales</i>	9.3 11.1%	6.6 9.4%	41.2%

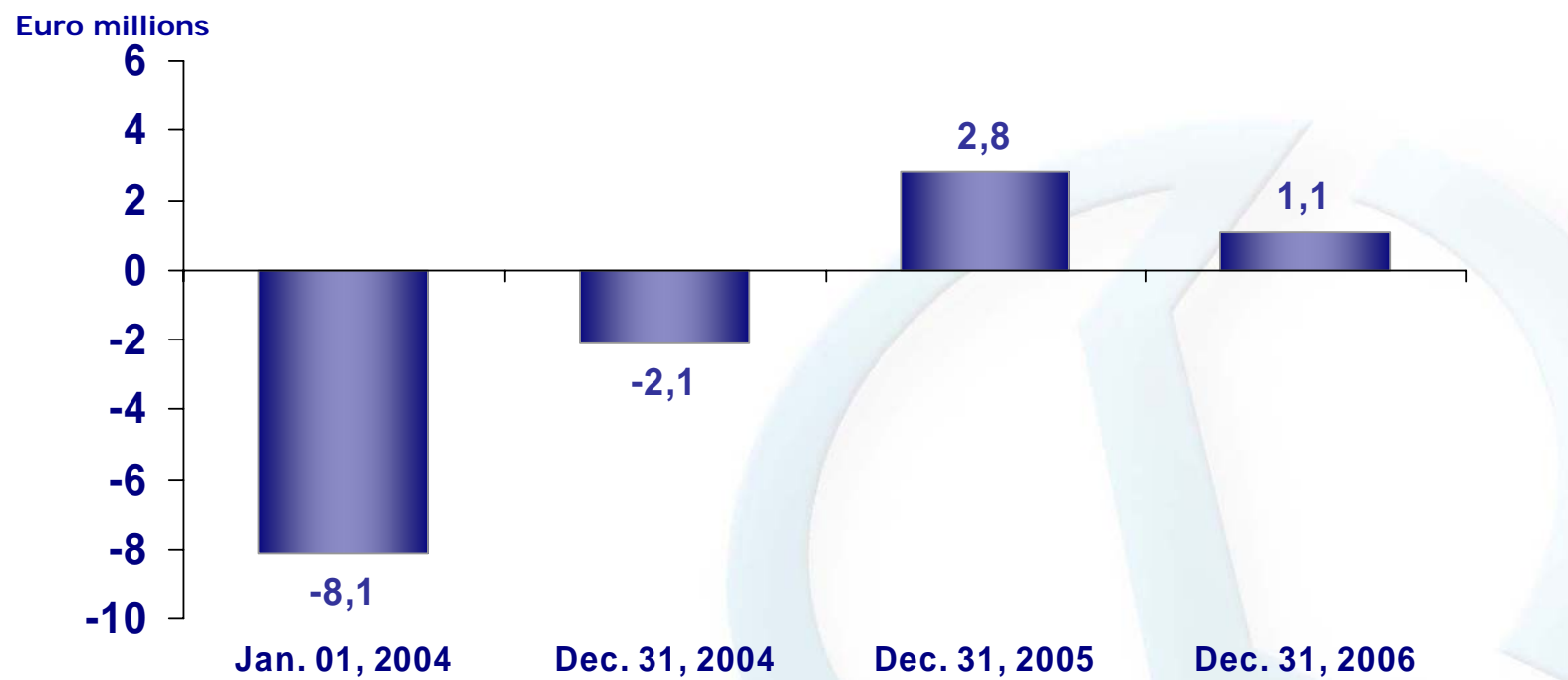


2006 consolidated results

In Millions of Euro	Dec. 31, 06	Dec. 31, 05
<i>Asset</i>		
Total non-current asset	32.6	30.1
Total current asset	57.0	47.6
Total asset	89.6	77.7
<i>Liabilities and shareholder's equity</i>		
Shareholder's equity	59.4	52.7
Non-current liabilities	9.3	8.9
Current liabilities	20.9	16.1
Total Liabilities and Shareholders Equity	89.6	77.7

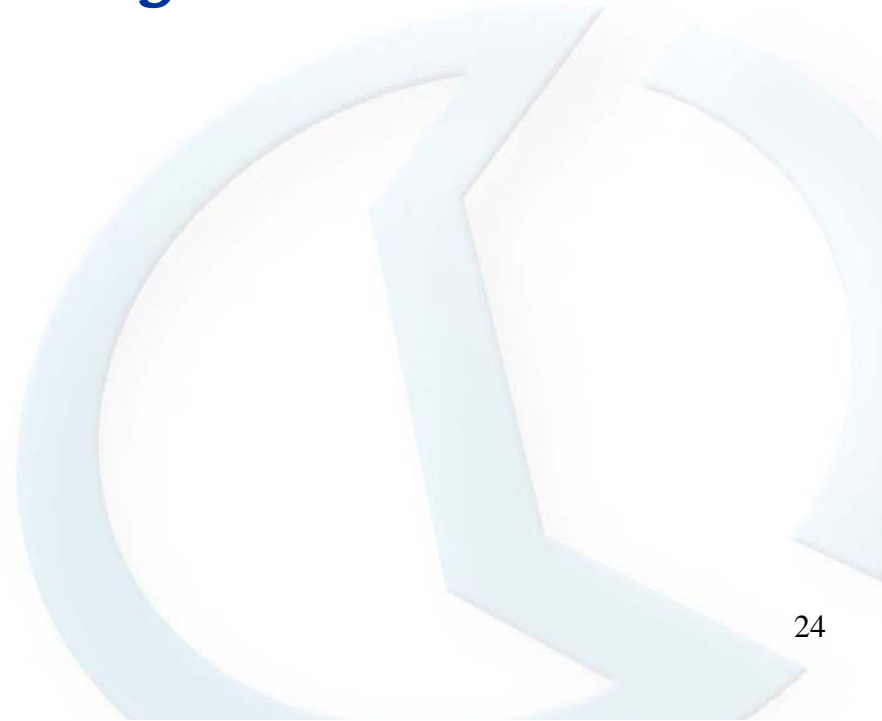


Net financial position





Objectives and Strategies





Objectives

Cembre's future targets:

- **turnover increase** thanks to:
 - **continuous update of existing products and development of new ones**
 - **higher penetration in the US market**
 - carrying out of **high-speed rail lines** in different European Countries

- **continuous recover of profitability** thanks to:
 - **higher operative efficiency** due to economies of scale and due to process innovation
 - **improvement of margins** of cable marking products thanks to the progressive results due to synergies between General Marking production and Group's distribution network



Strategies

- Continue to improve quality of products and extend the range thanks to the **constant and intensive R&D activities**
- **Strengthen the presence on foreign markets**
 - increase of penetration in the USA
 - expansion of market shares in Europe
 - strengthening of presence on South-East Asian market
- **Further reinforcement of existing market share** in Italy, where Cembre has already a leadership position