

# CORPORATE PRESENTATION

Prysmian  
Corporate Presentation



18.04.2024

We are moving  
to a more  
sustainable world  
through the  
Energy Transition  
and Digital Transformation



# Prysmian Connect to lead

GLOBAL CABLING SOLUTIONS PROVIDER leading the energy transition and digital transformation

PARTNER of the world's key players

A STRONG REPUTATION for performance and innovation

A LISTED COMPANY without a controlling shareholder, managed on a transparent basis

(about 46% employees as investors)

Data refers to 2023

**+50** Countries

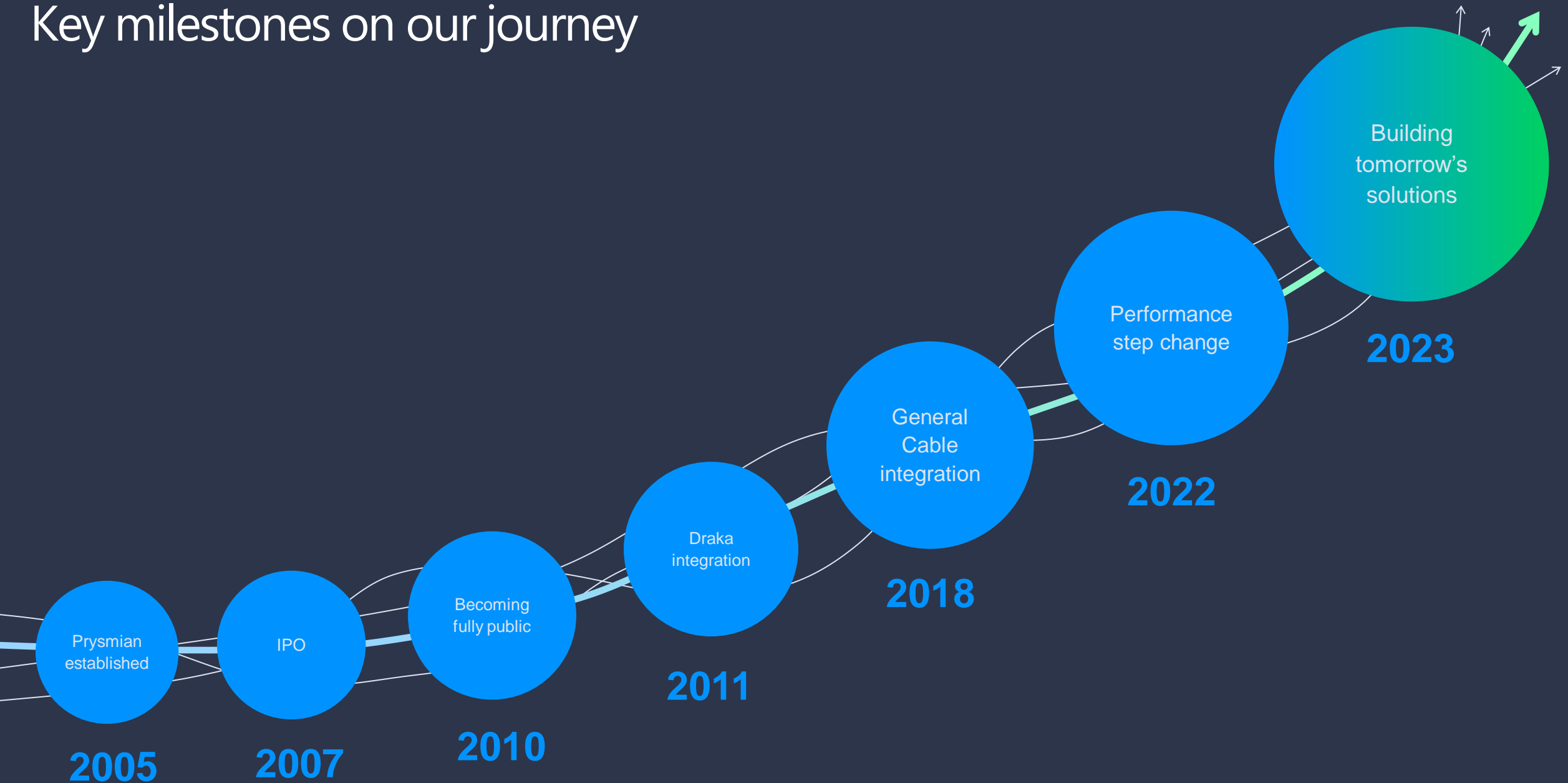
**108** Plants

**26** R&D Centers

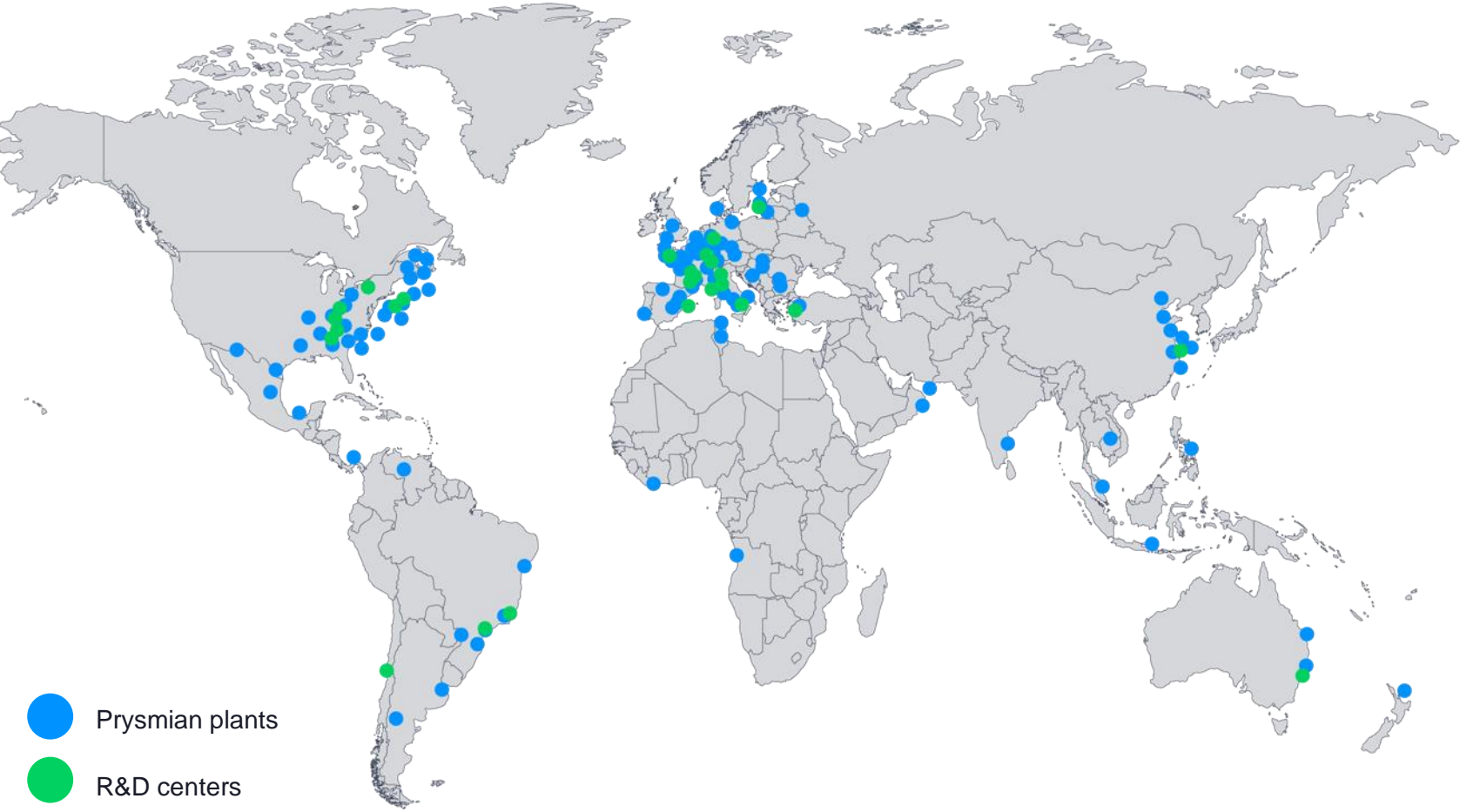
**+30,000** Employees

**+15 €B** Annual Sales

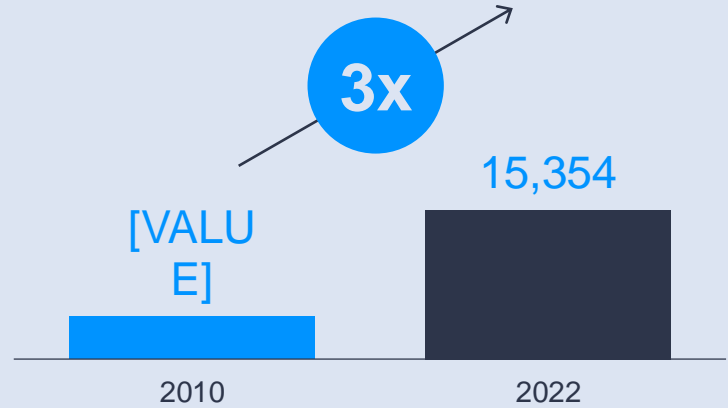
# Key milestones on our journey



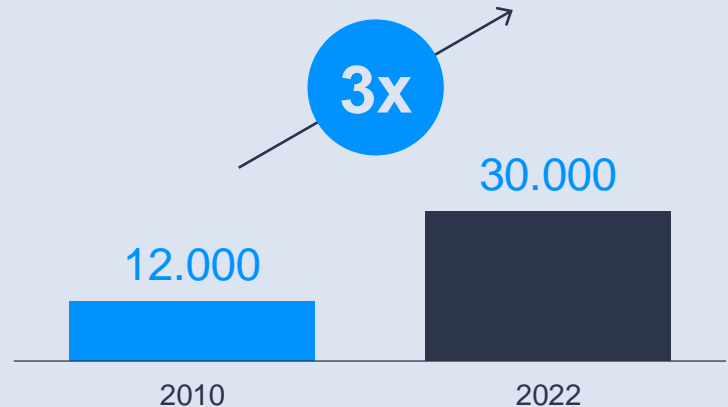
# A company transformed over the last decade



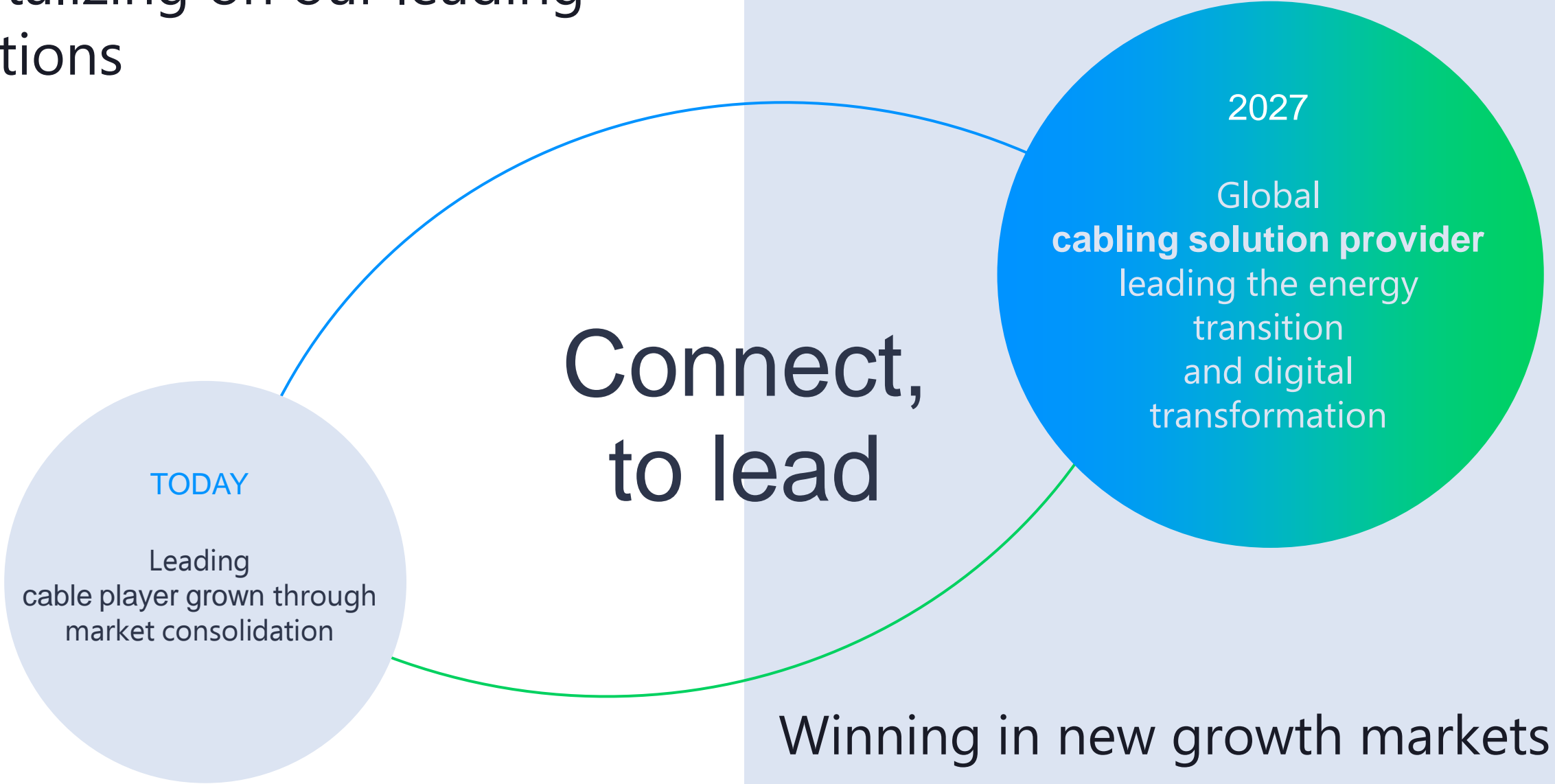
Group revenues (€m)



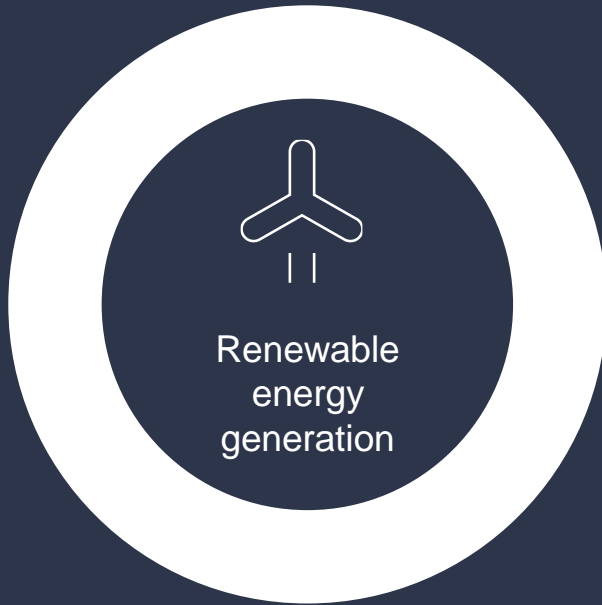
Employees



# Capitalizing on our leading positions



# Structural trends boosting the cable market



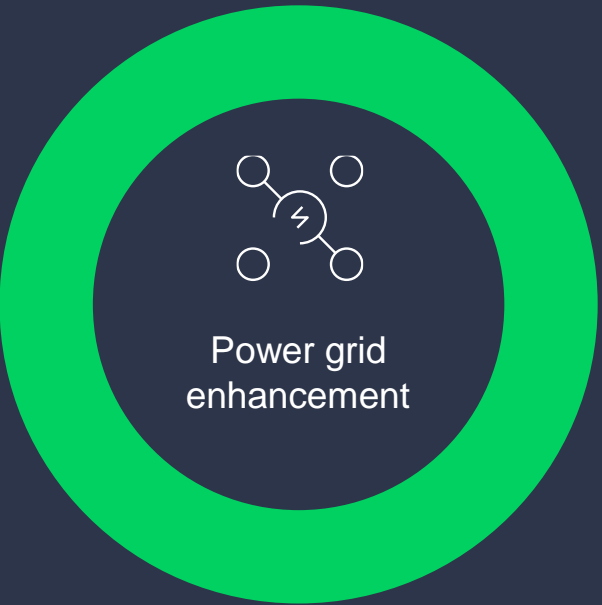
4x

Solar and wind capacity



1.5x

Electricity consumption



2x

Annual grid investments



2.5x

Premises and towers fiberized

# Connect, to lead: Four pillars at the heart of our strategy



## Business segmentation

Segments redesigned to seize market trends and opportunities



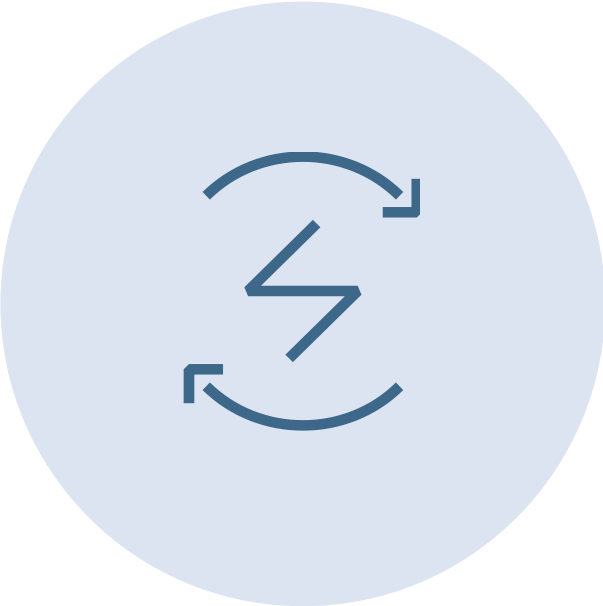
## People empowerment

Best people, know how and capabilities to grow the business



## Self-funded capacity expansion

Investments to support organic growth through consistent cash flow generation

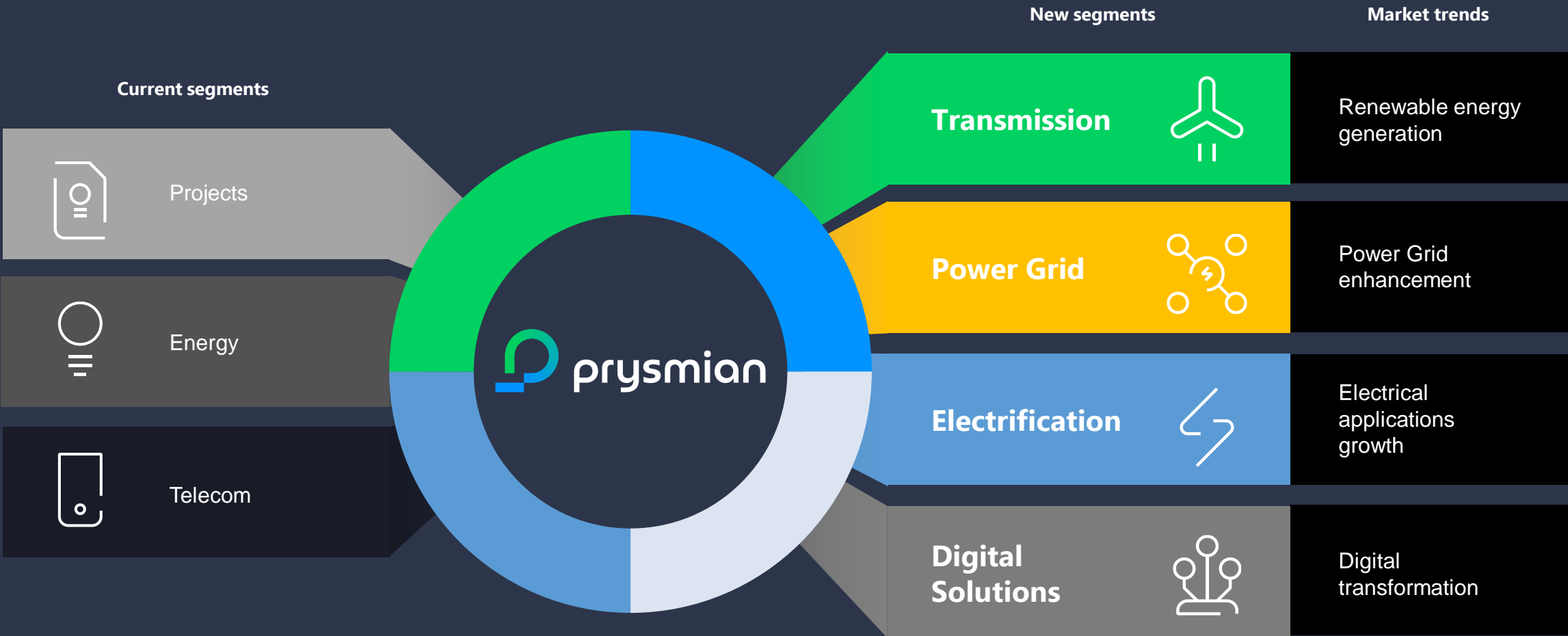


## Balanced and innovative portfolio

Balanced portfolio and continued innovation to support technological leadership and sustainability










# New segments to match markets trends and drive leadership position



# Sinergies across segments unlock value



# A new streamlined segmentation

Current segments	Business units	New segments
 Projects	Submarine Power, Land HVDC	Transmission 
	HVAC	Power Grid 
 Energy	Power Distribution and Overhead Lines	
	Industrial & Construction (former Trade & Installer) Specialties (formerly in Industrial & NWC)	Electrification 
 Telecom	Fibers and Optical Cables, Connectivity, Multimedia & Inside Plant cables (MMS)	Digital Solutions 

# Partner of the world key players



# 2023 KEY HIGHLIGHTS



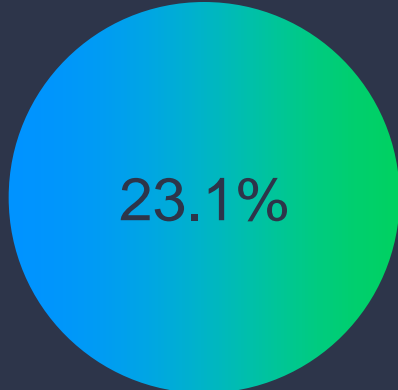
Adj. EBITDA



Group Net Profit



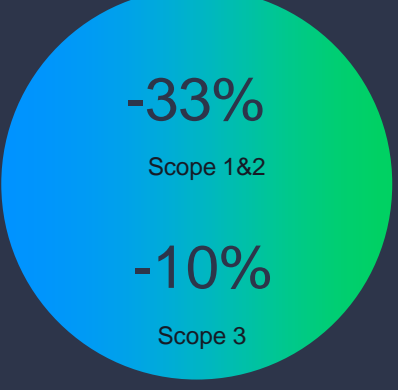
FCF



ROCE



Dividend proposal



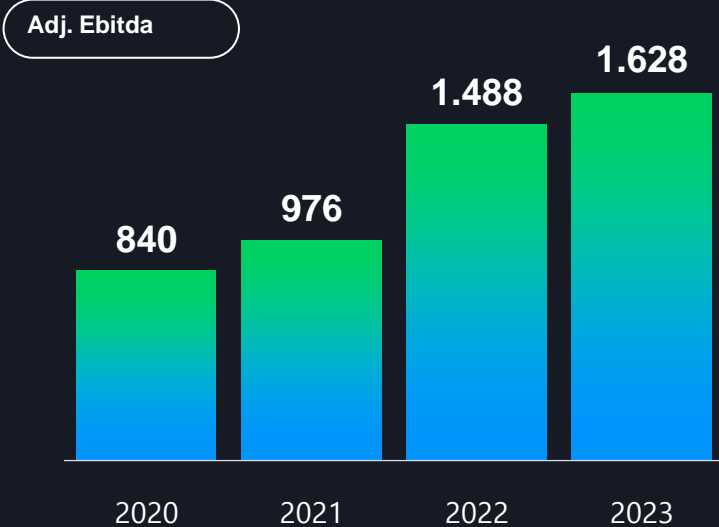
GHG emissions\*

Outstanding results

Strong cash generation

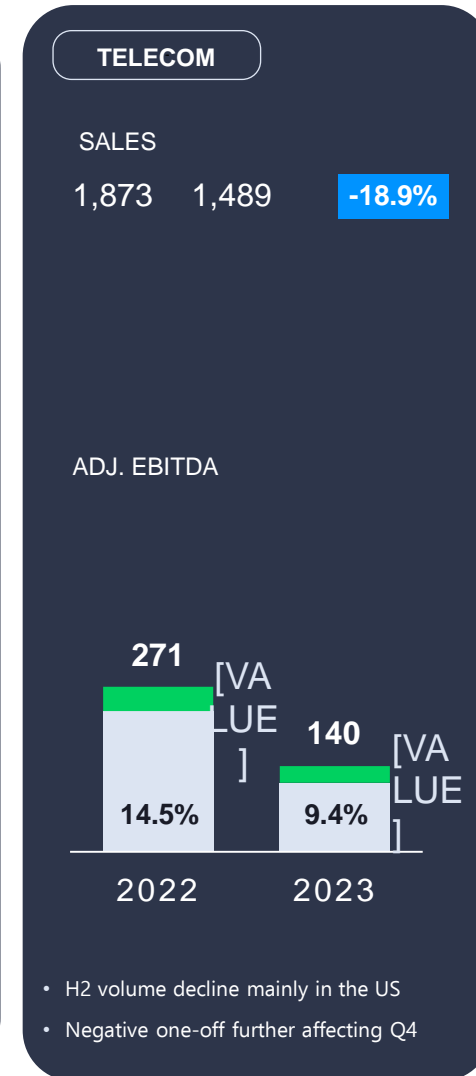
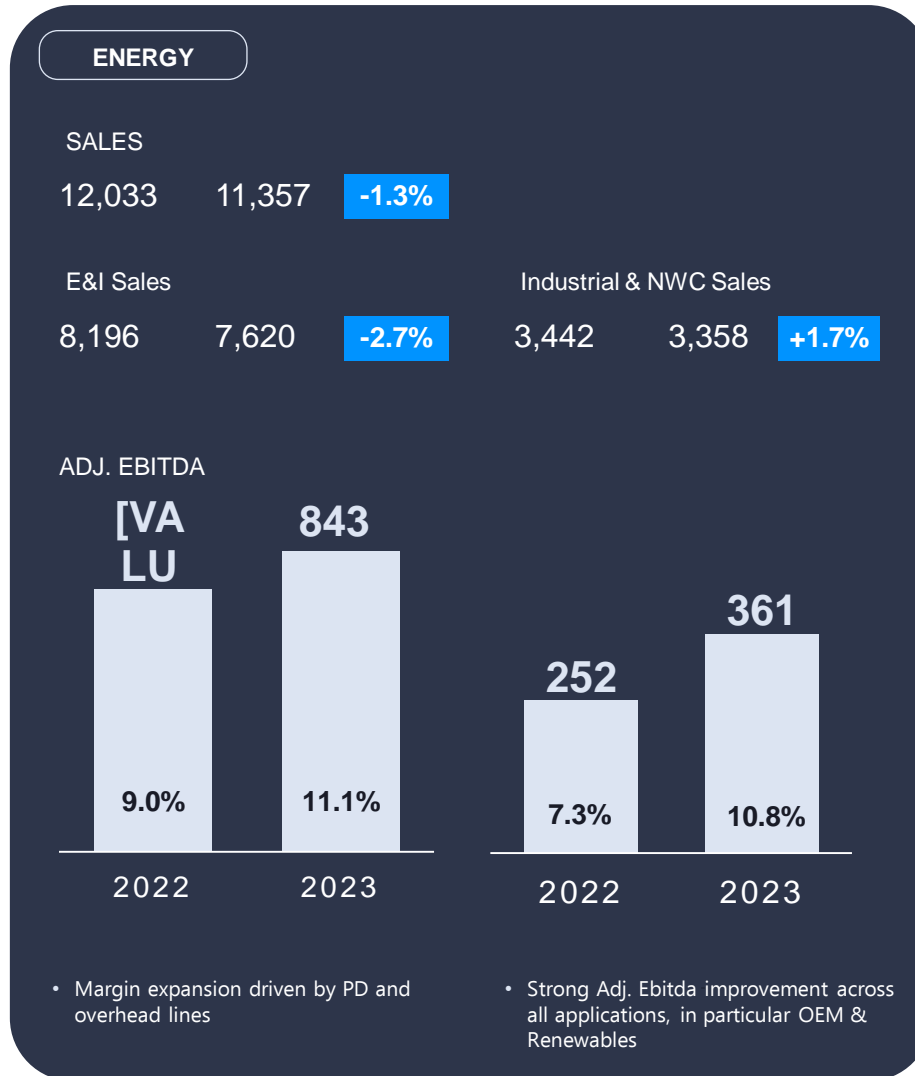
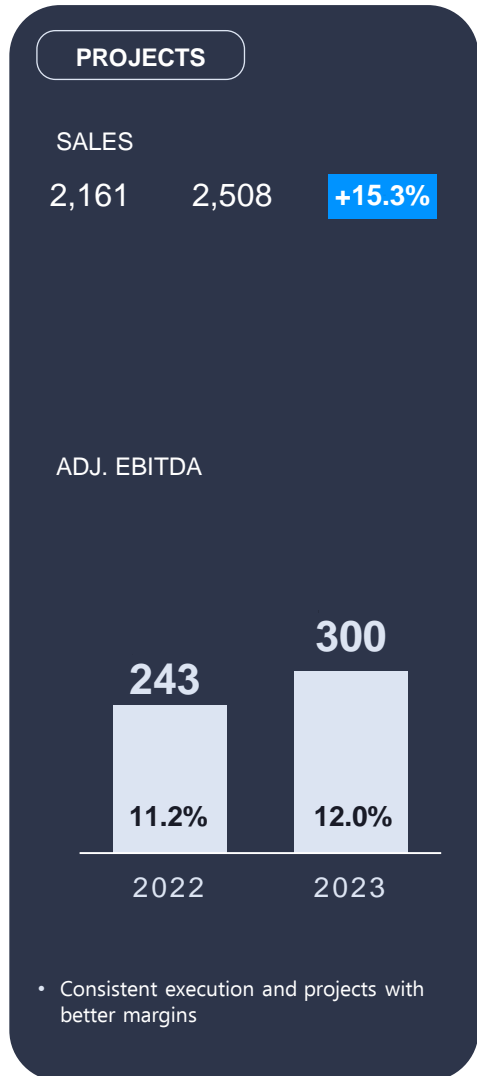
Reinforced commitment on climate change

Well on track to deliver the “connect to lead” targets



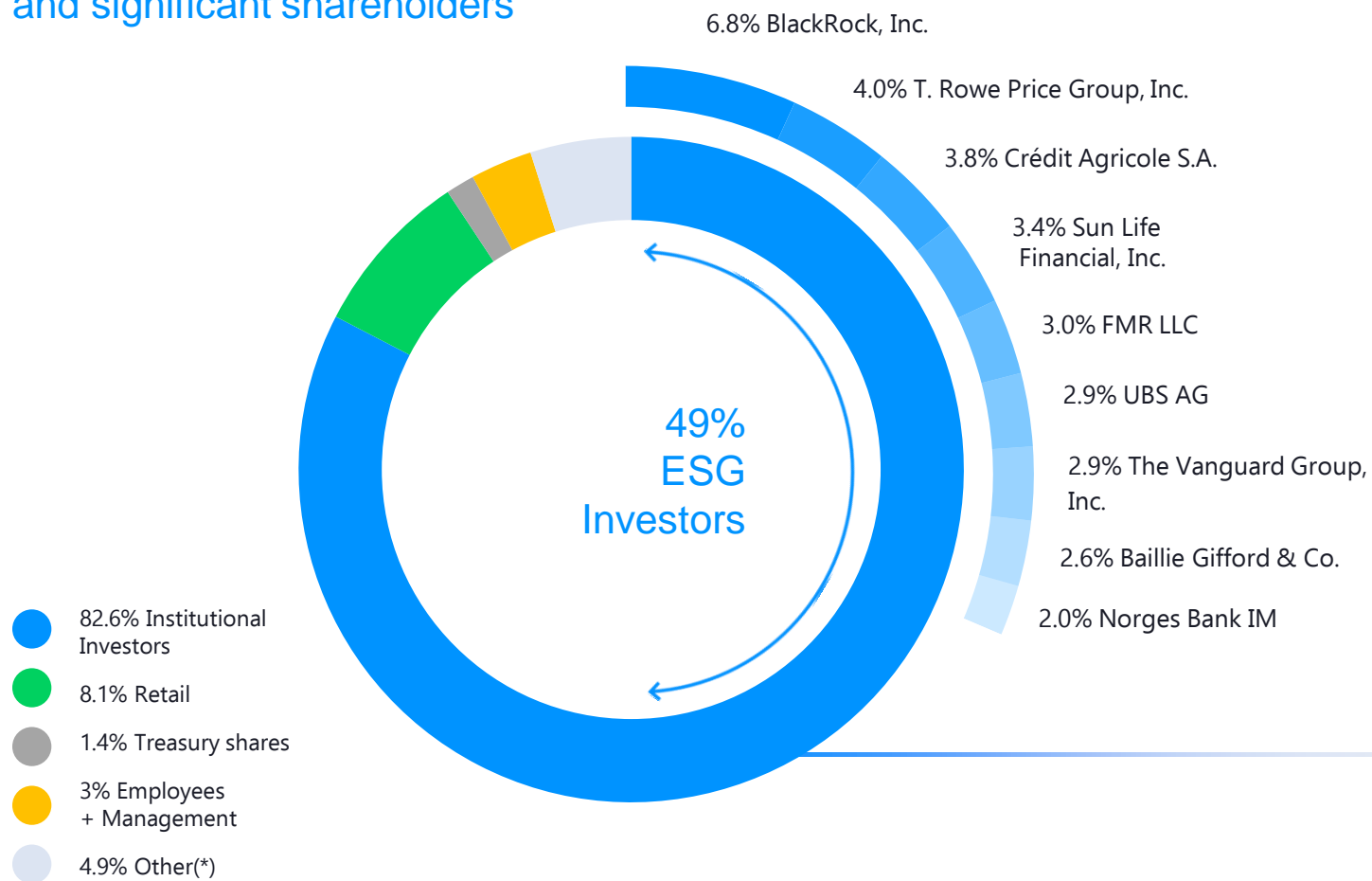
\* vs. baseline 2019

# Sound margin expansion in Energy & Projects

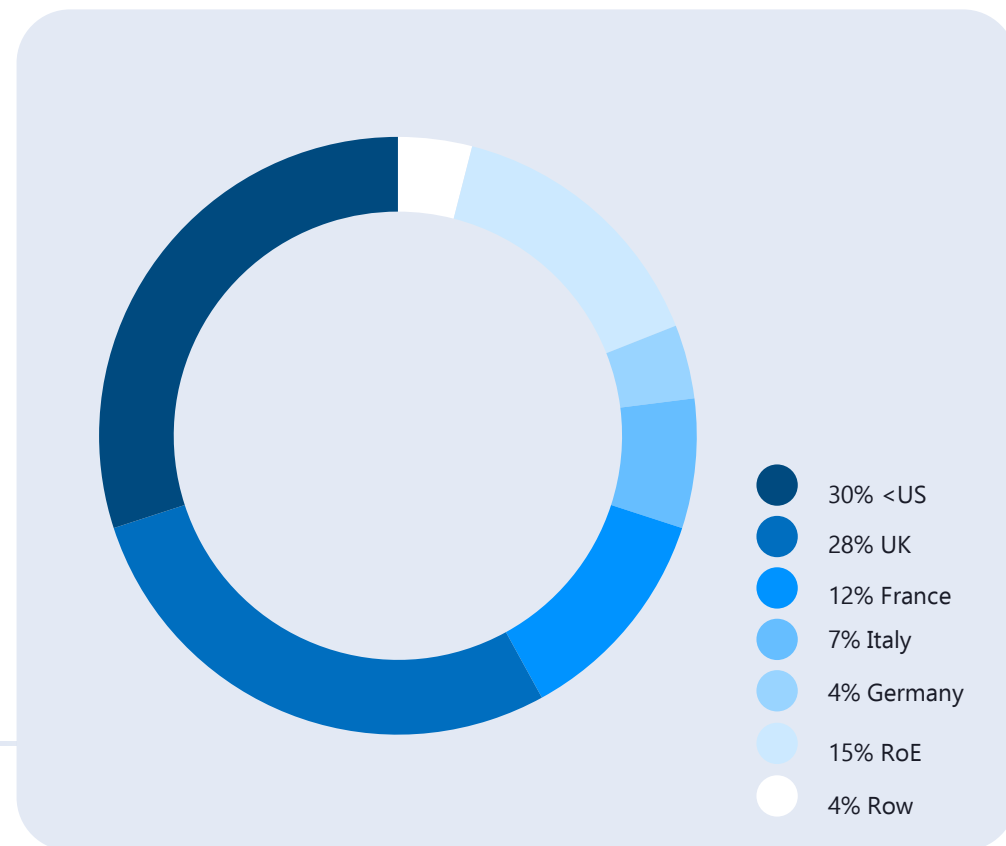


# A public company

## Share ownership by type and significant shareholders



## Institutional investors by geographical area



Source: elaboration on Nasdaq data

(\*) Mainly comprises shares held by non-institutional investors and by third-party holders of shares for trading purposes.

# Defining our purpose

We drive the flow of energy and information everywhere to enable and sustain human achievement.

## Our vision and mission

### Vision

Energy and information help communities develop. That's why it's so important that they're always available, and that they're supplied: *Effectively. Efficiently. Sustainably.*

### Mission

We provide our customers with superior cable solutions based on state-of-the-art technology and consistent excellence in execution, ultimately delivering sustainable growth and profit.

## Sharing our values

### Drive

We aim to lead the industry evolution, combining our ability to develop people and business, in a clear direction while anticipating customer needs.

### Trust

We want to create an environment of trust that leverages diversity and collaboration, where people are empowered to make decisions with integrity.

### Simplicity

We strive to simplify anything we can, focusing on high value generating activities and timely decisions to boost our company results.



# New organizational structure to boost growth

Customer focus, talent development and management continuity at the core of the new structure



Transmission



Power grid



Electrification



Digital solutions



Hakan Ozmen

Previous role: Head of Projects  
Years in Prysmian: 24



Cinzia Farisè

Previous role: CEO, MEART region  
Years in Prysmian: 15



Cristiana Scelza

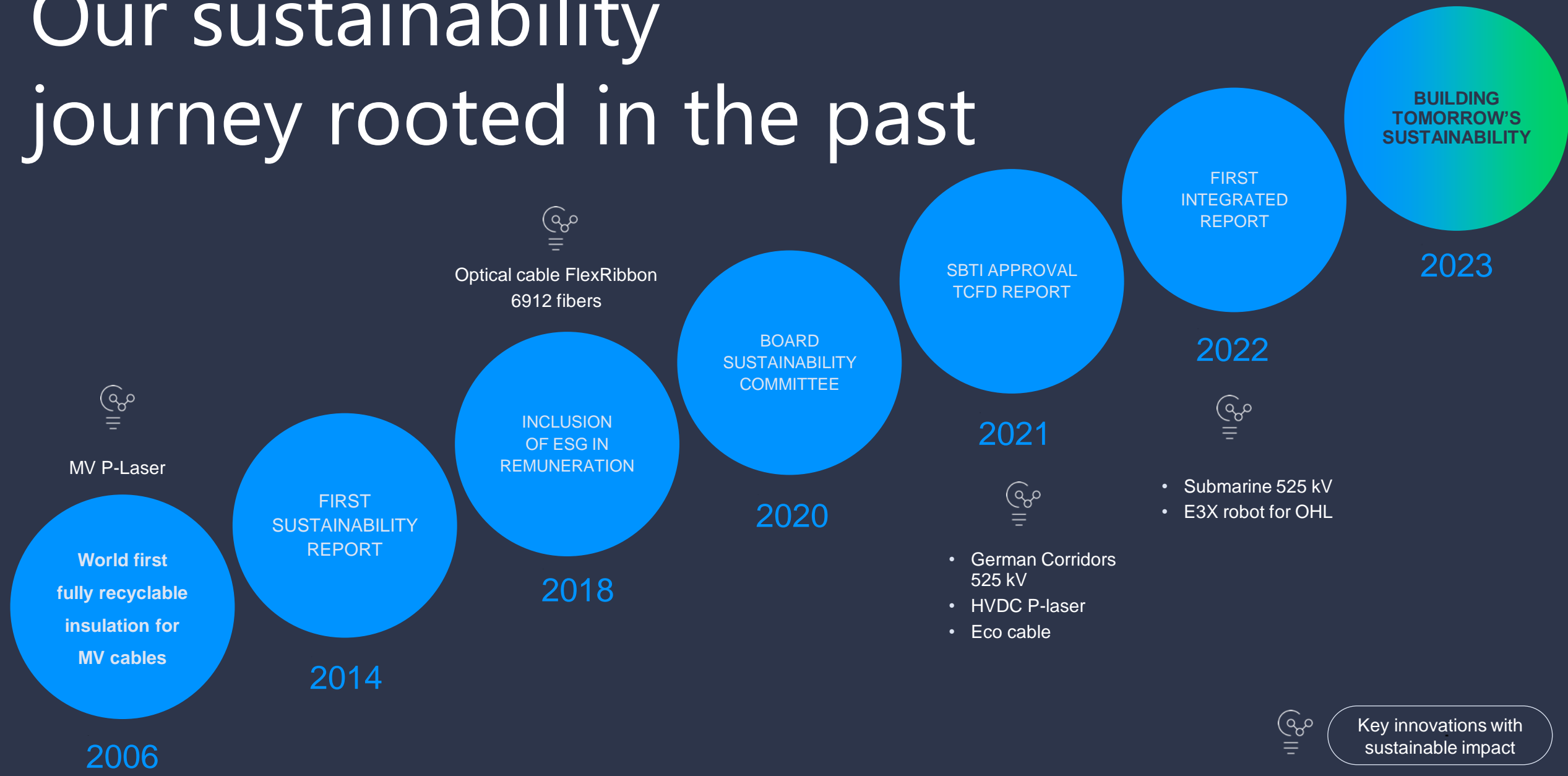
Previous role: CEO Netherlands  
Years in Prysmian: 27



Frederick Persson

Previous role: CEO, CEE region  
Years in Prysmian: 14

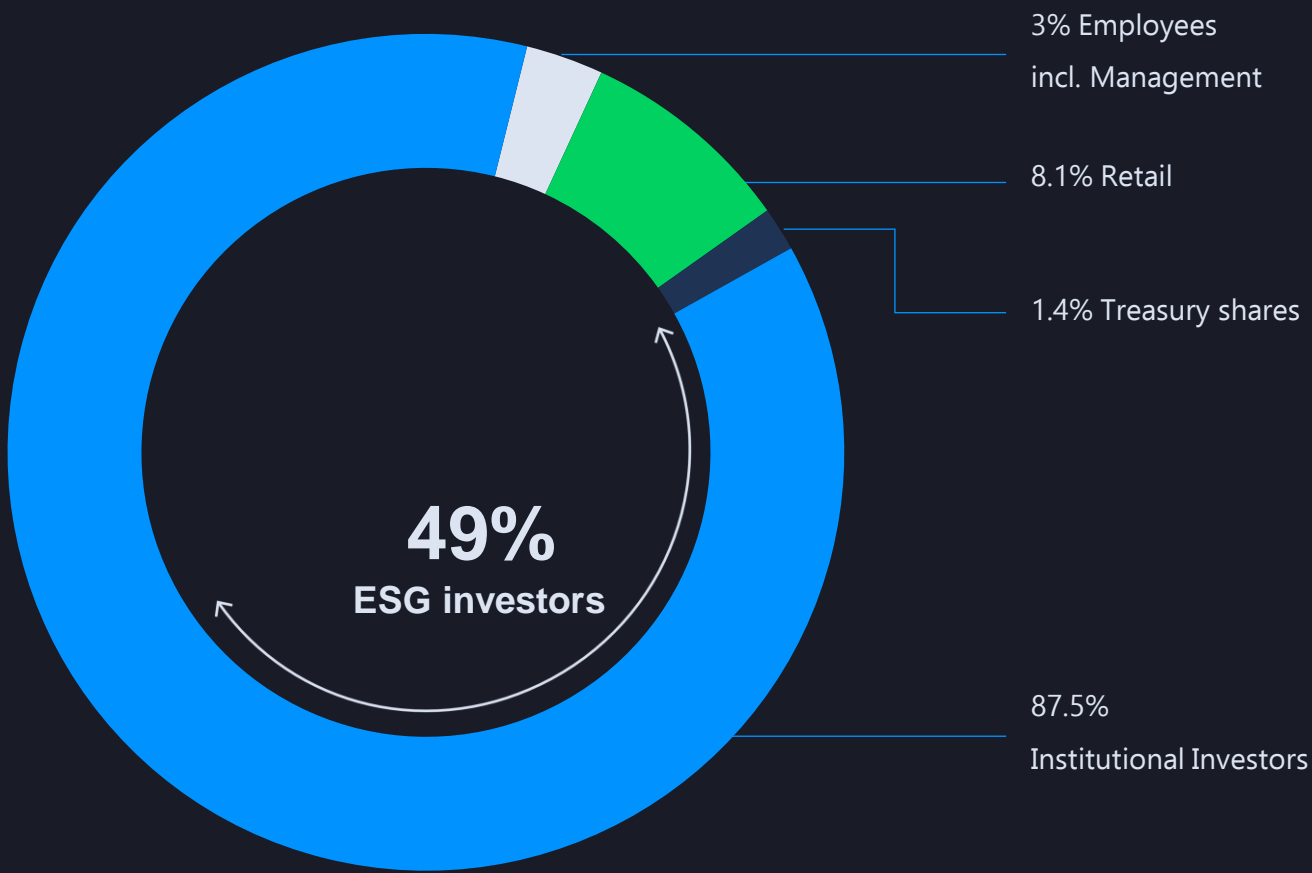
# Our sustainability journey rooted in the past



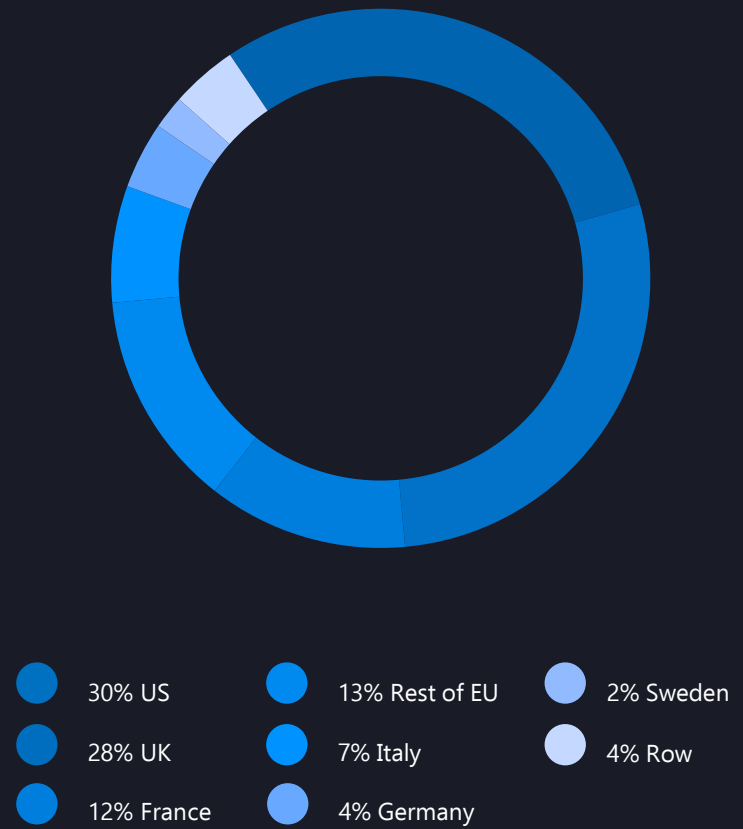
 Key innovations with sustainable impact

# A truly public company, based on inclusion

## PRYSMIAN SHAREHOLDING STRUCTURE



## INSTITUTIONAL INVESTORS



We innovate  
to support our  
customers  
and to go beyond  
the value chain



Selection of innovative solutions

# Sustainability also means equity and inclusion

**45-50%**  
Employees holding shares by 2027

**+500**  
Women in STEM by 2027

**35-37**  
Training hours for employee





# Promoting talent within under-privileged communities

1,400+

Children

400+

Women and young girls



315 women and young girls in LATAM

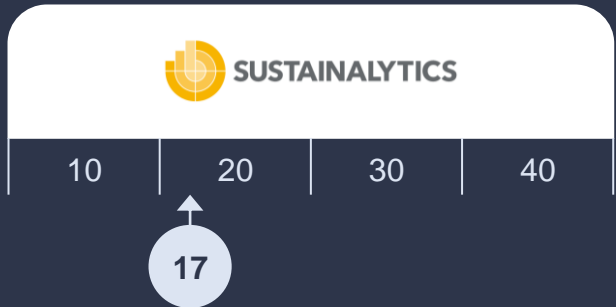
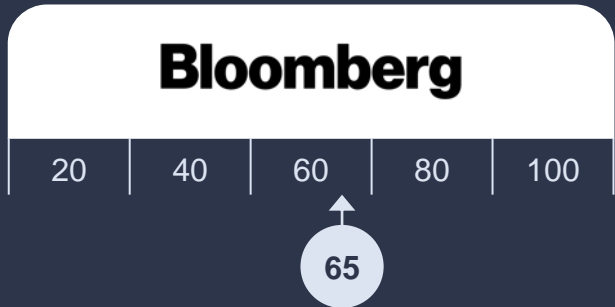


625 children in the Netherlands

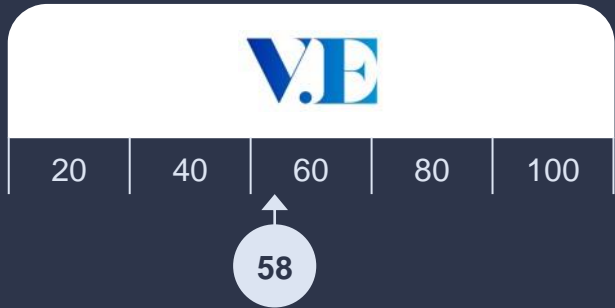
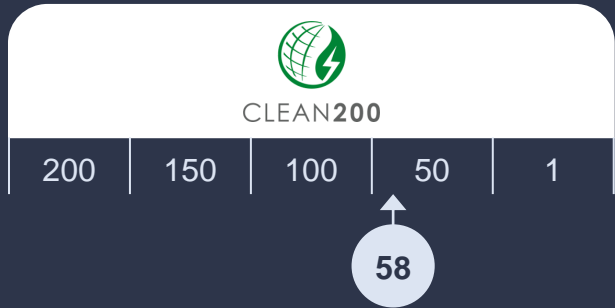


100 women and 800 children in Oman

# Sustainability development goals



We are included in



MIB ESG

STOXX

# Our Social Ambitions

## 2030 SOCIAL AMBITION TARGETS

### HEALTH & SAFETY

Injuries Index towards 0 (employees & contractors)

### GENDER EQUALITY

50/50 in Recruiting of Desk Workers

30% of Women in Senior Leadership roles

25% of Women in the Total Workforce

+500 women in a fully dedicated STEM program

Zero Pay Gap Desk Workers

### ETHNICITY INCLUSION

More than 30% of Executives from under-represented Nationalities ethnicities/origins

Local mentoring programs for 500 students coming from minorities-poverty

### EMPOWER LOCAL COMMUNITIES

At least a project per year, with focus on developing countries and vulnerable communities

Local projects with donation of optic and electric cables

### DIGITAL INCLUSION

Connecting 100% (over 30,000 of our employees) through global platforms, achieving a proper level of adoption

### UPSELLING & ENGAGEMENT

40 yearly hours per capita of experienced learning for all employees

More than 25% of employees involved in mobility/growth experience every year

50% of employees as stable shareholders through share ownership plans (YES)

Higher than 80% response rate o Engagement Survey

Leadership Impact Index improved to 70-80%



# Innovation defines us

To us, innovation means meeting **the needs of our customers and communities** by understanding their business drivers as quickly as they do.

Our ability to innovate is what makes us a **market leader**, with a track record of delivering products that are faster, smarter and more sustainable than before. In other words, products that are simply better to enable the **energy transition** and power the digitalization and electrification of our **communities** in a sustainable way.

## 2023 Numbers

128  
million euros  
invested in R&D

about  
5,500  
patents covering  
the main innovations

26  
research centres

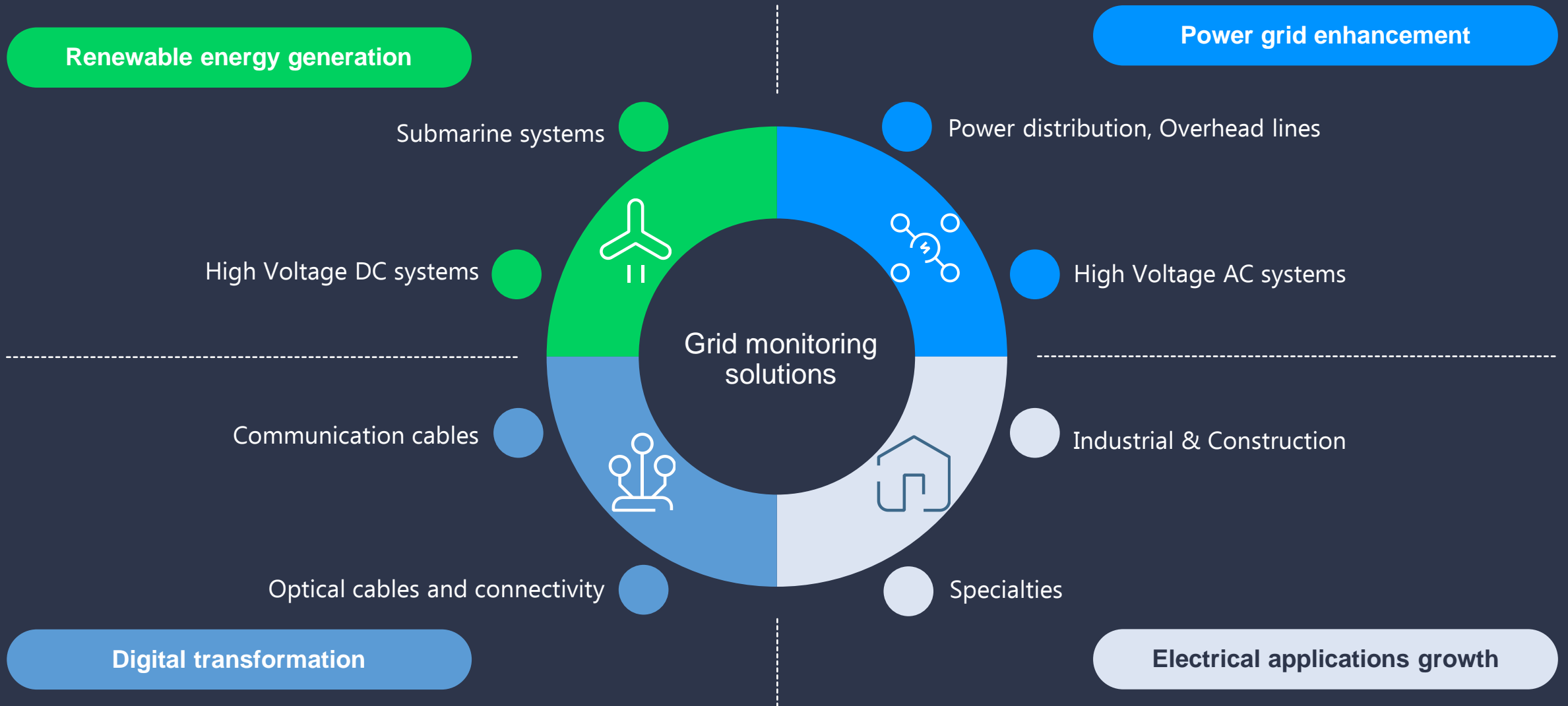
258  
product families launched in  
2023

50  
collaboration  
with research centres  
and universities

1,000  
professionals

# Capturing market trends

Balanced and innovative portfolio



# Deploying cutting-edge technologies

Balanced and innovative portfolio

525 kV P-Laser HVDC interconnectors

E3X technology for OHL power enhancement

Renewable energy  
Generation

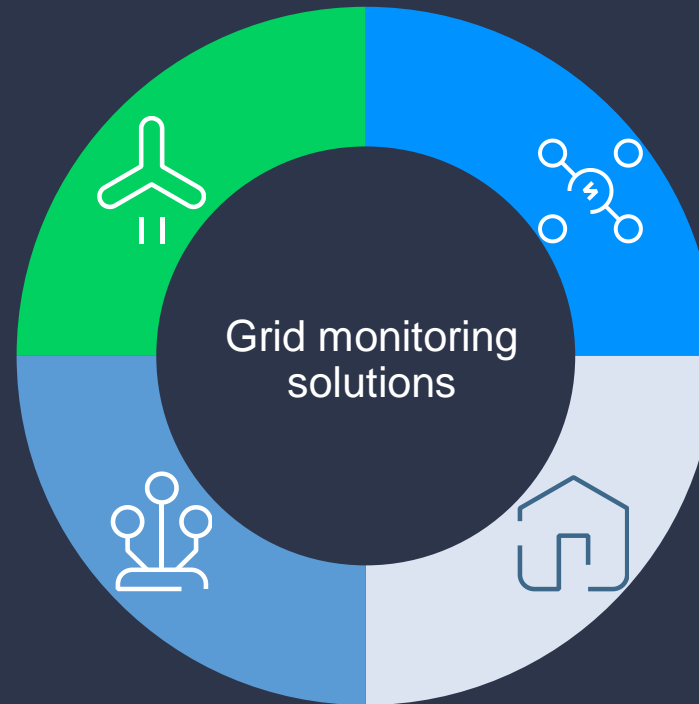
Power grid  
enhancement

Electrical  
applications growth

Digital  
transformation

Sirocco, the first 180µm fiber cable

PRYSOLAR, innovative PV cable  
PRY-CAM, technology for advanced monitoring



# Our People Strategy



## Jobs, Sizing & Cost

- Workforce Reporting & Planning
- Cost Optimization Strategies
- Job Banding



## Talent Acquisition & Employer Branding

- Onboarding
- Graduate Program
- STEM IT| SELL IT | SUM IT
- Employer Branding Strategy



## Engagement

- YES
- SpeakUP
- Prysman People (Intranet)
- New Working
- Policy



## D&I and Sustainability

- Side by Side
- Volunteering
- Human Rights



## Talent Management

- P+ performance management
- Succession Planning
- Academy
- Internal Job Posting
- My Mentorship



## Rewarding & International Mobility

- Value4All
- International mobility Policy





[prysmian.com](https://prysmian.com)