

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 37% employees as investors)

+50 Countries

108 Plants

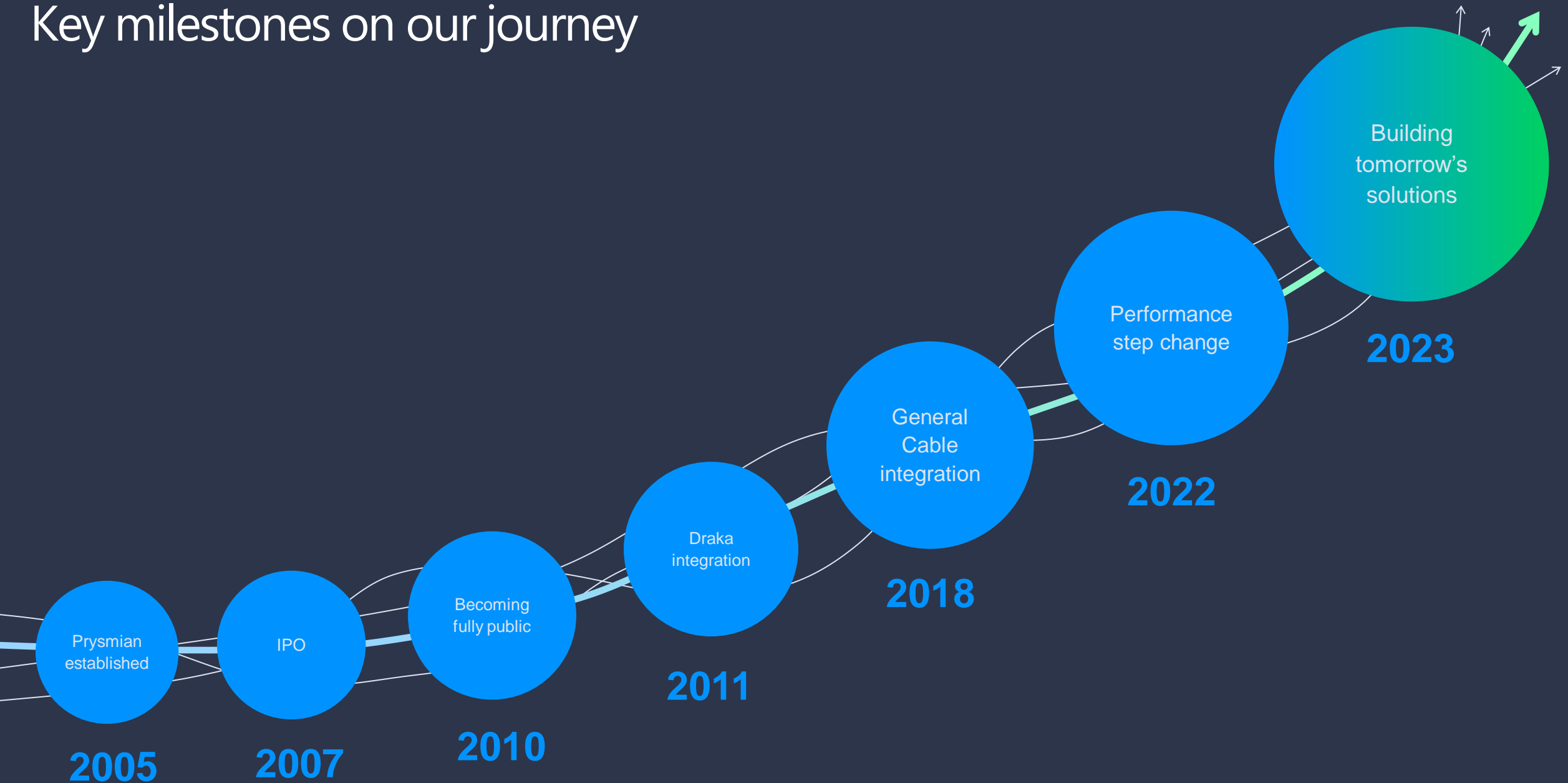
26 R&D Centers

+30,000 Employees

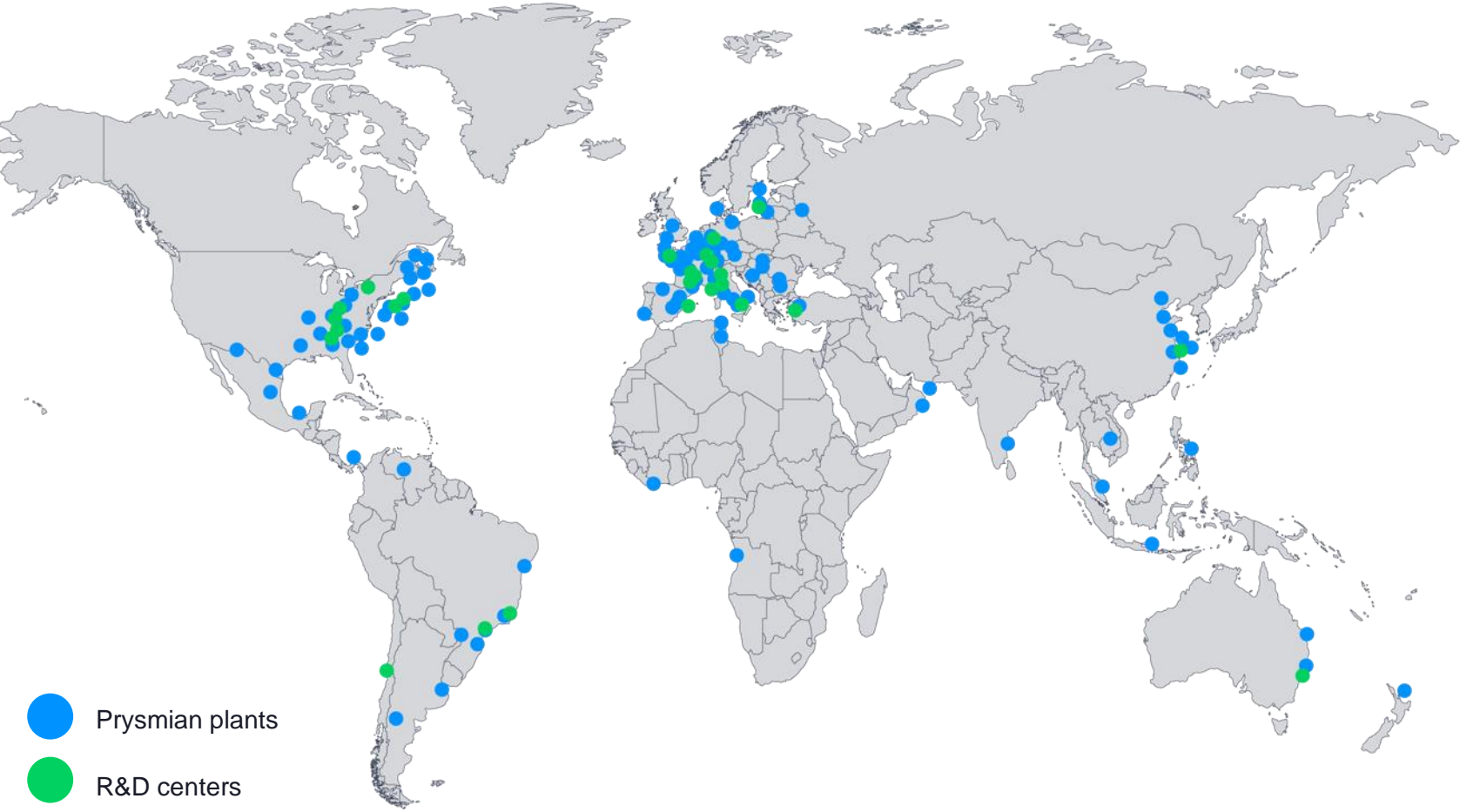
+15 €B Annual Sales

Data refers to 2023

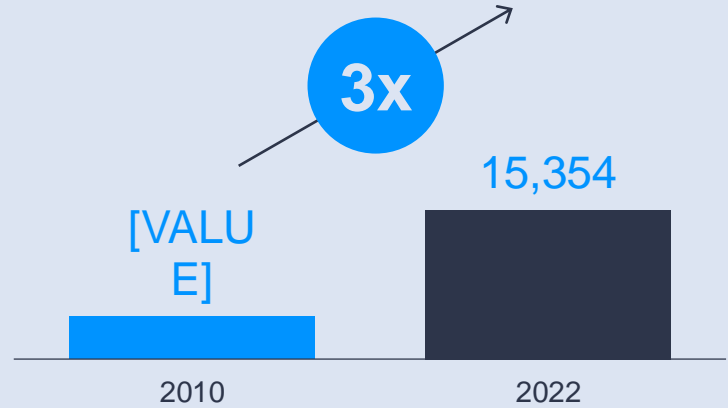
Key milestones on our journey



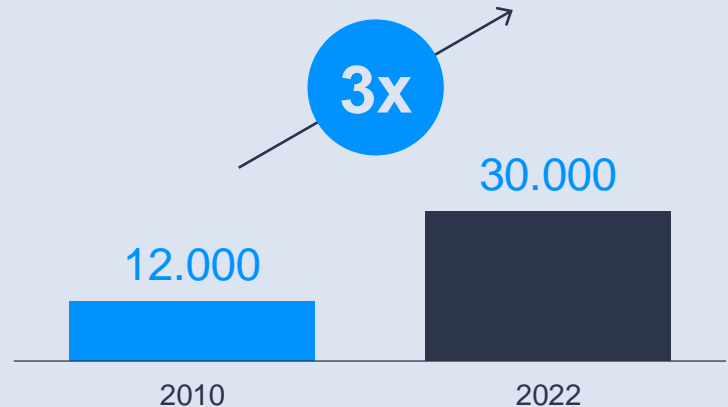
A company transformed over the last decade



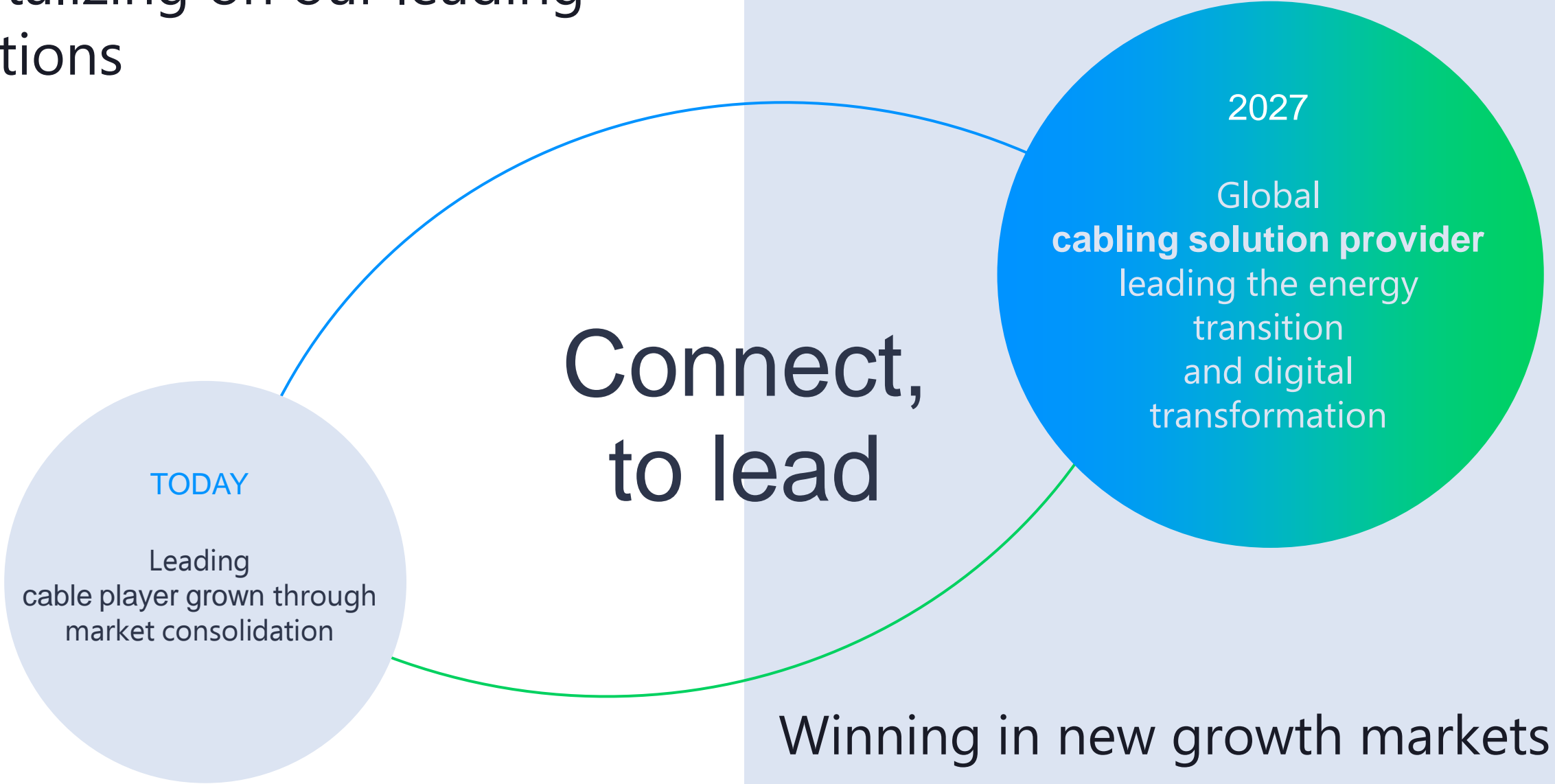
Group revenues (€m)



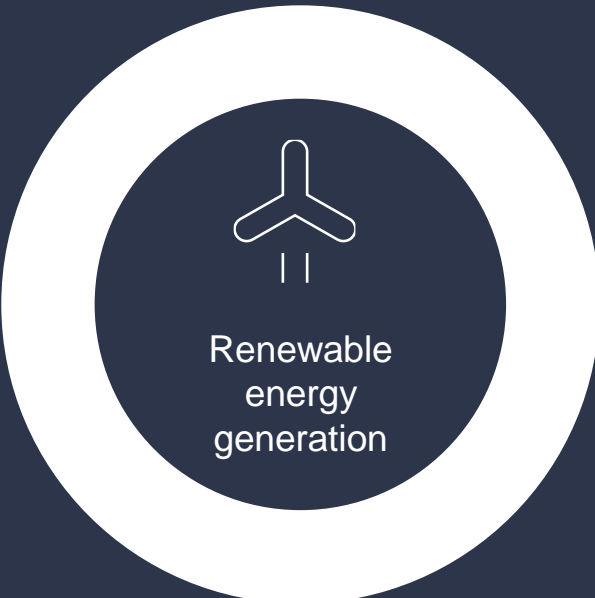
Employees



Capitalizing on our leading positions



Structural trends boosting the cable market



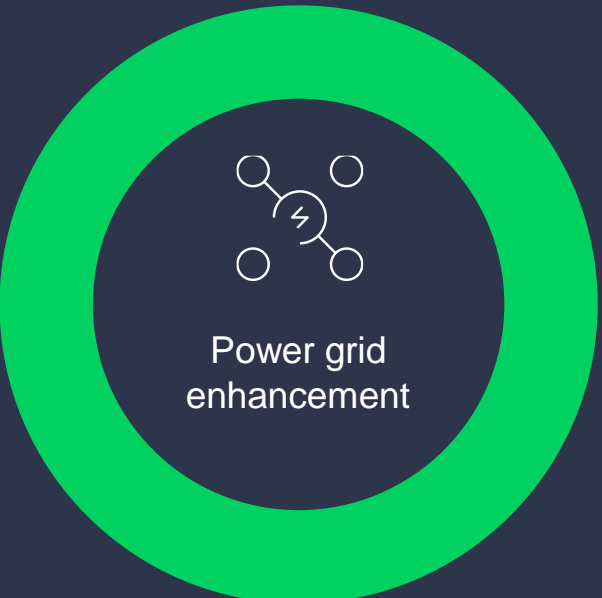
4x

Solar and wind capacity



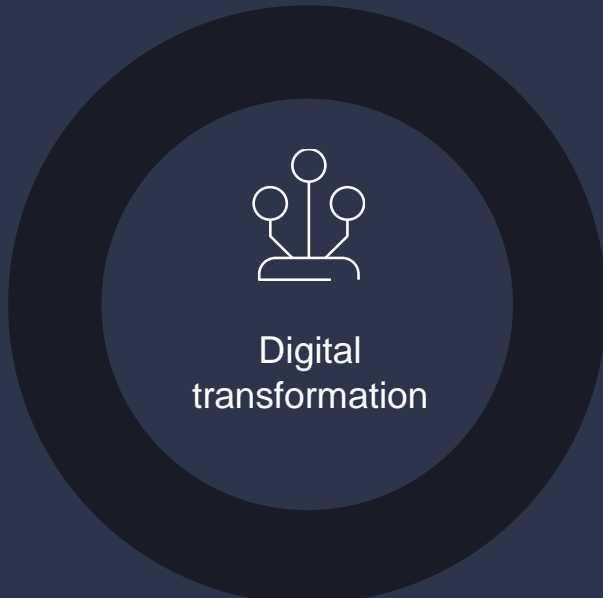
1.5x

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



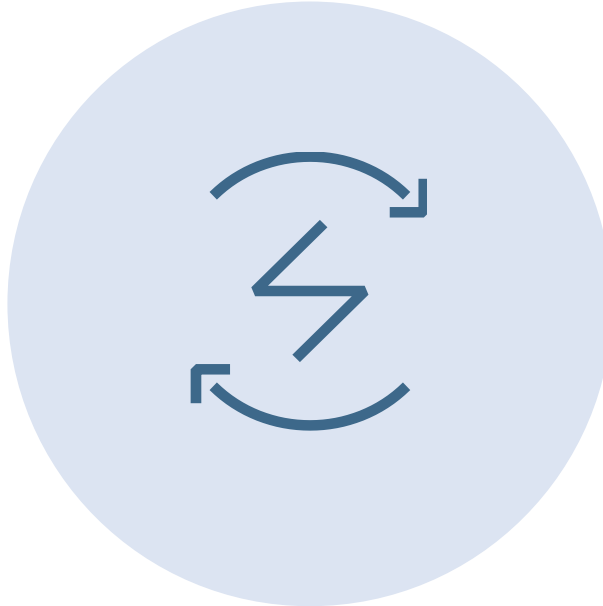
People empowerment

Best people, know how and capabilities to grow the business



Self-funded capacity expansion

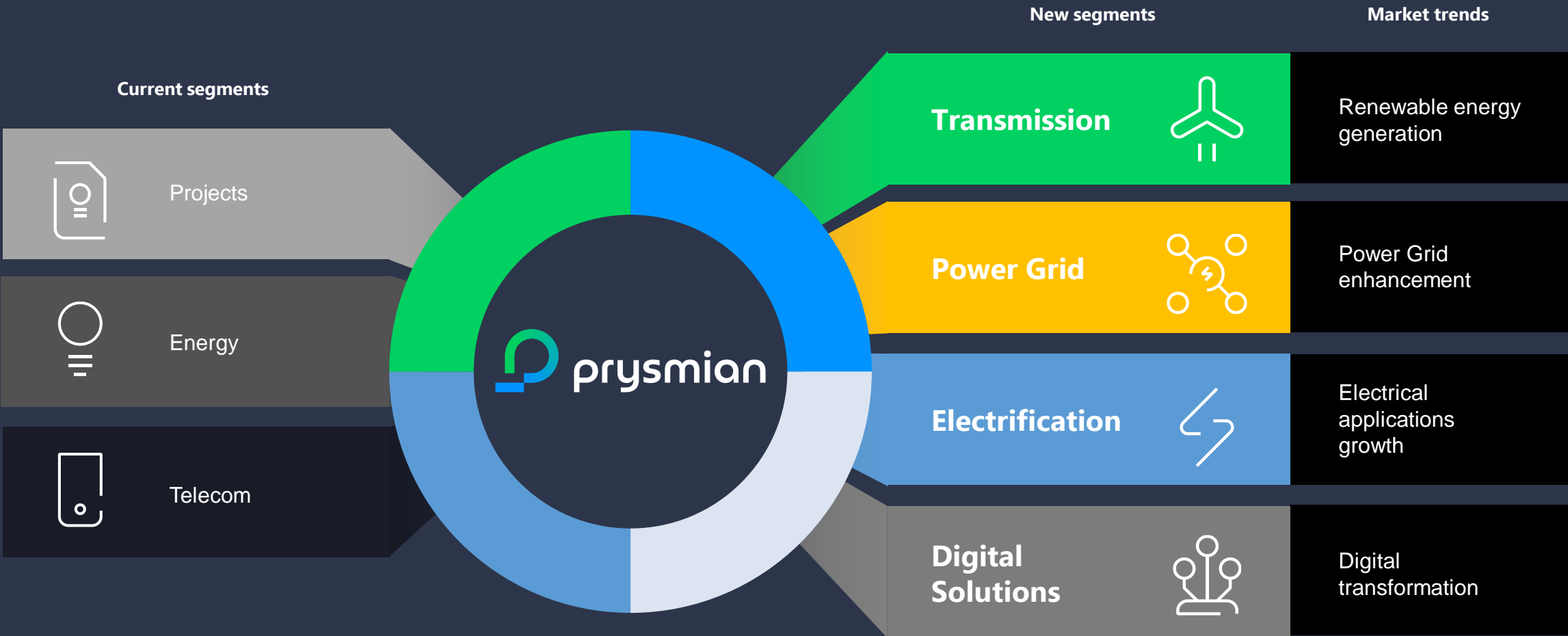
Investments to support organic growth through consistent cash flow generation



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	Trasmission 
	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



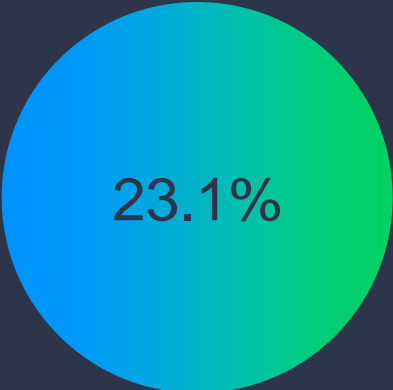
Adj. EBITDA



Group Net Profit



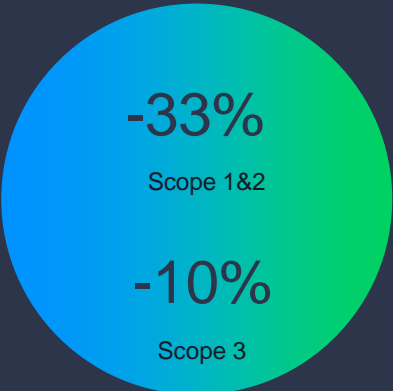
FCF



ROCE



Dividend proposal



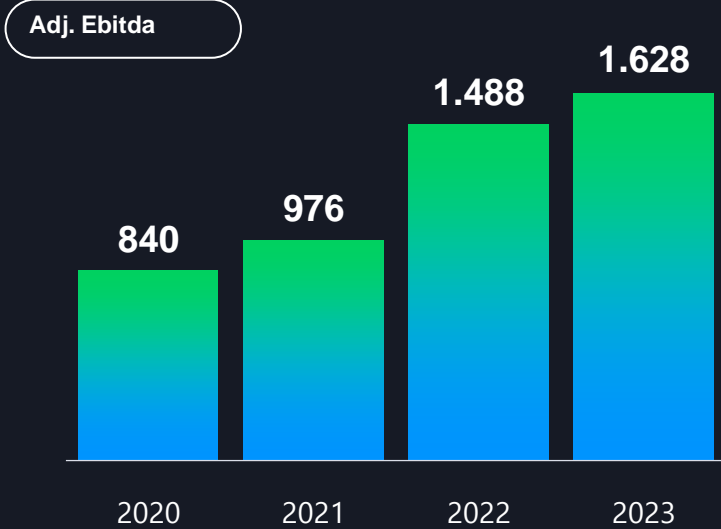
GHG emissions*

Outstanding results

Strong cash generation

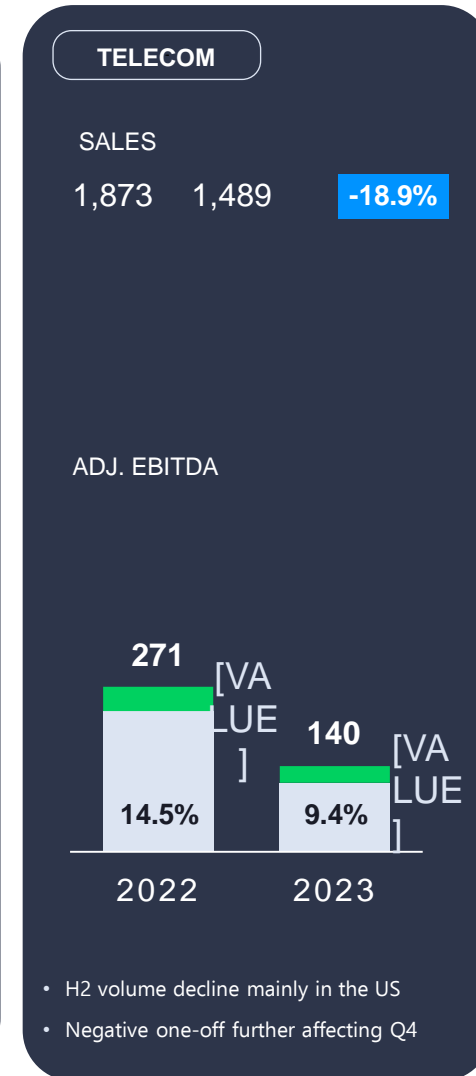
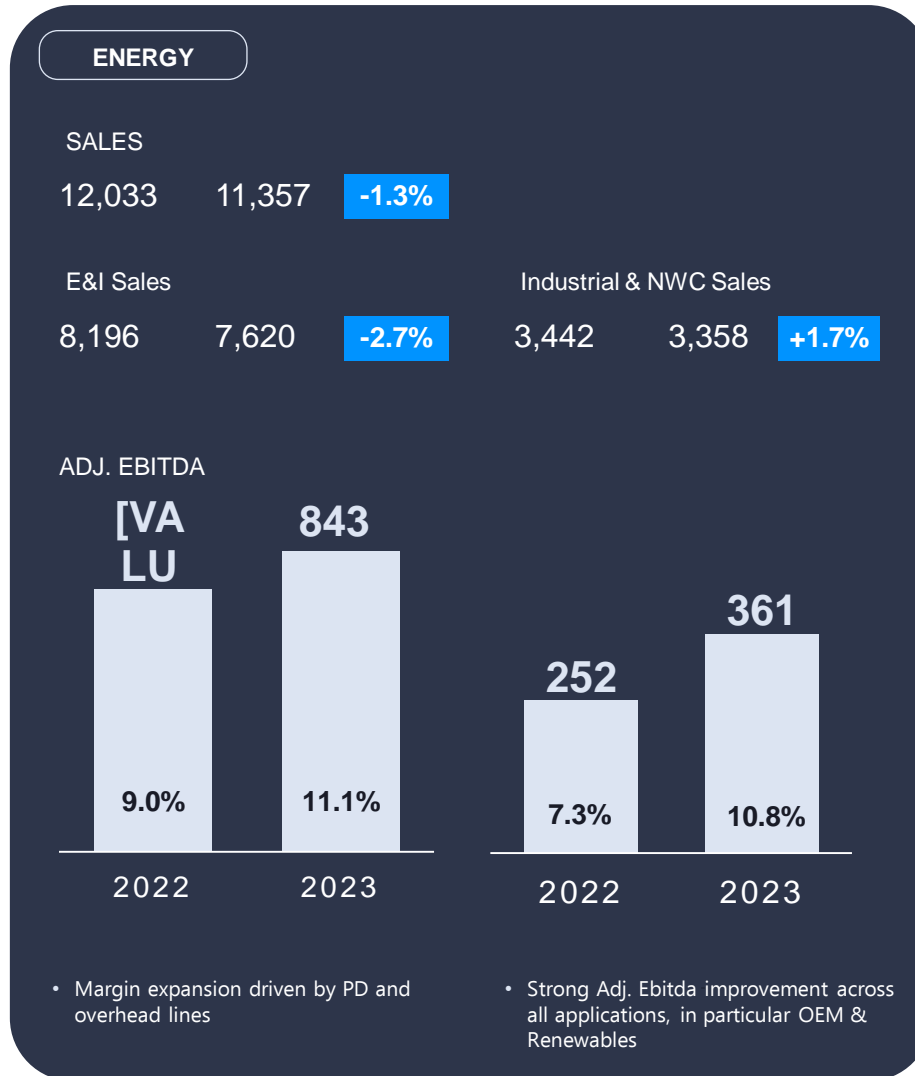
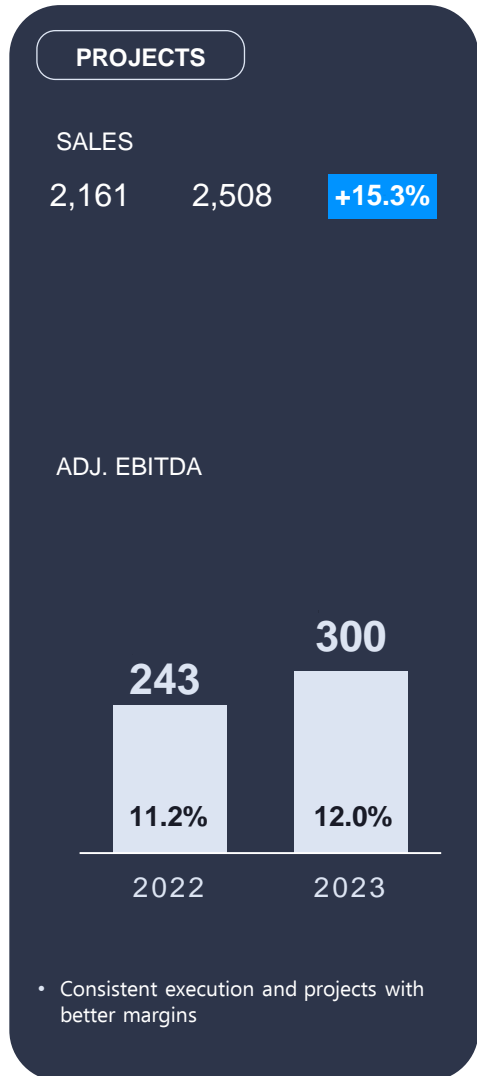
Reinforced commitment on climate change

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



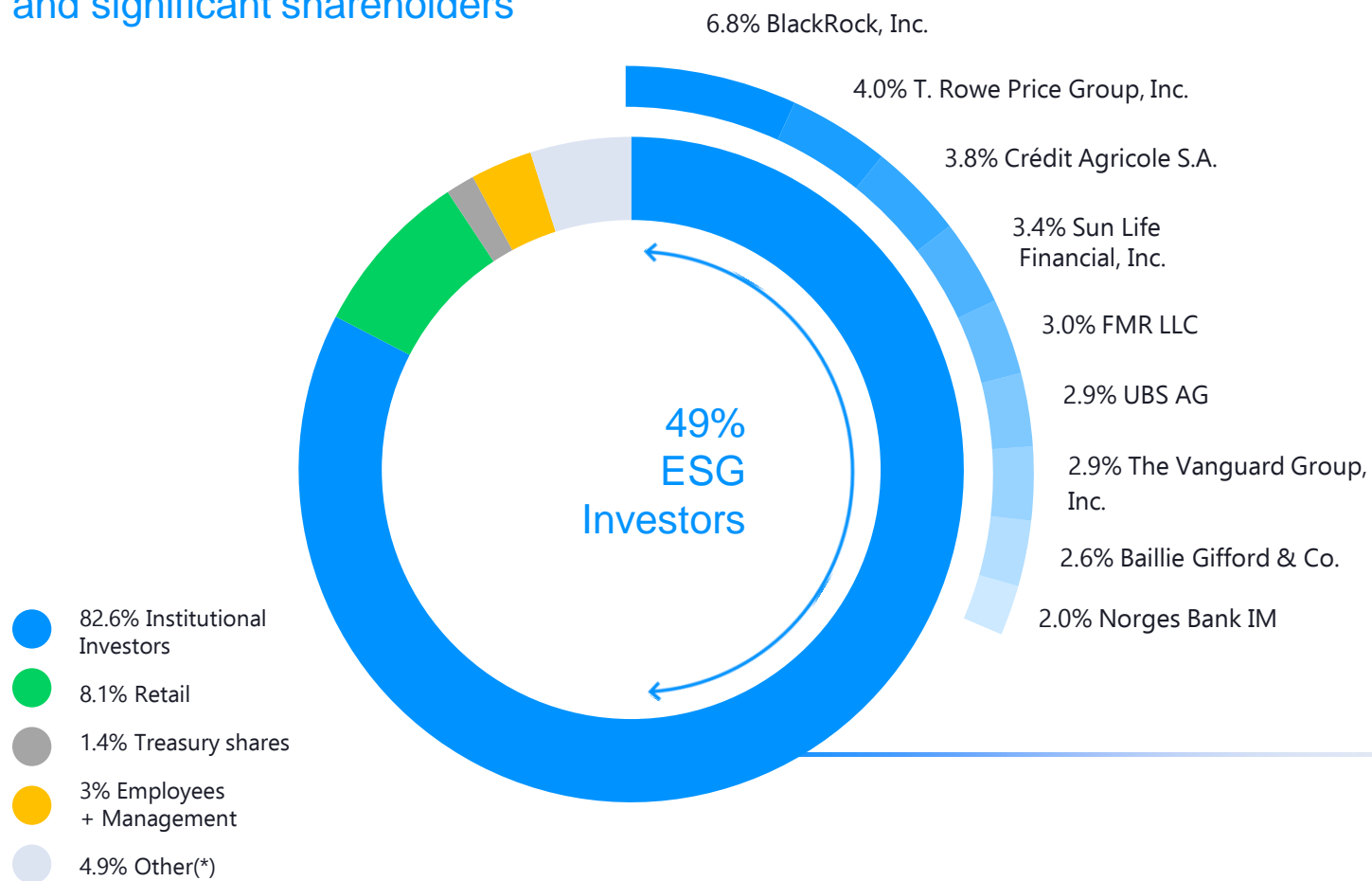
* vs. baseline 2019

Sound margin expansion in Energy & Projects

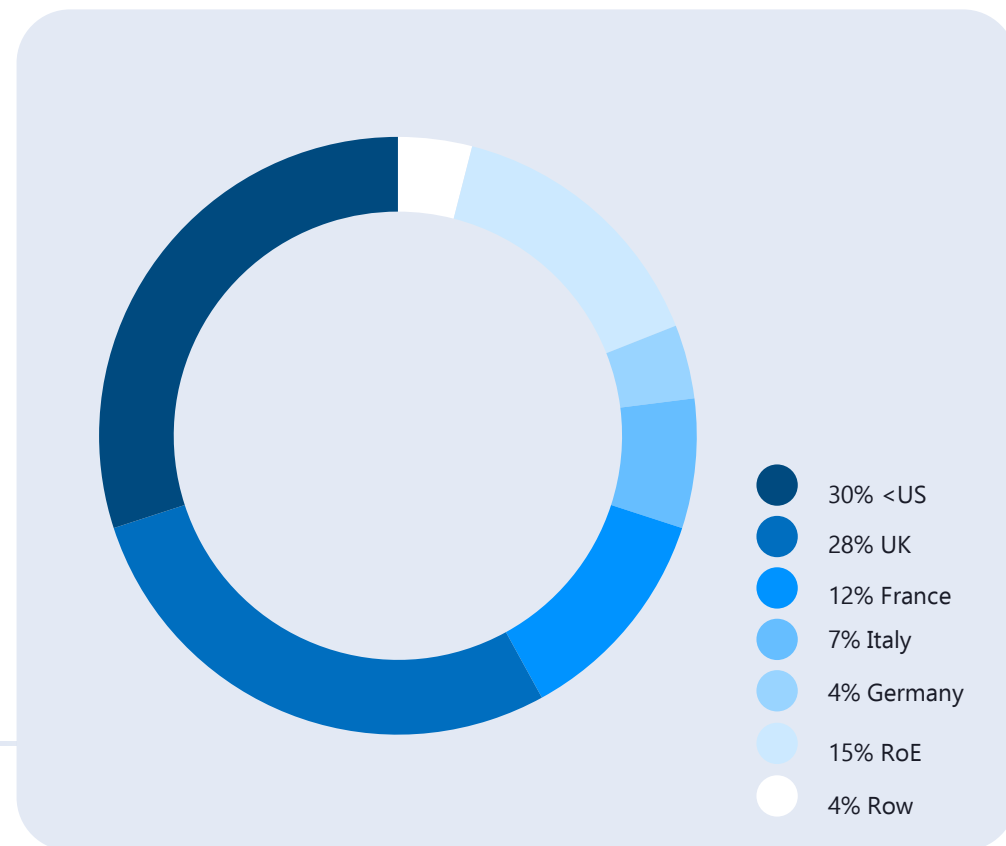


A public company

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

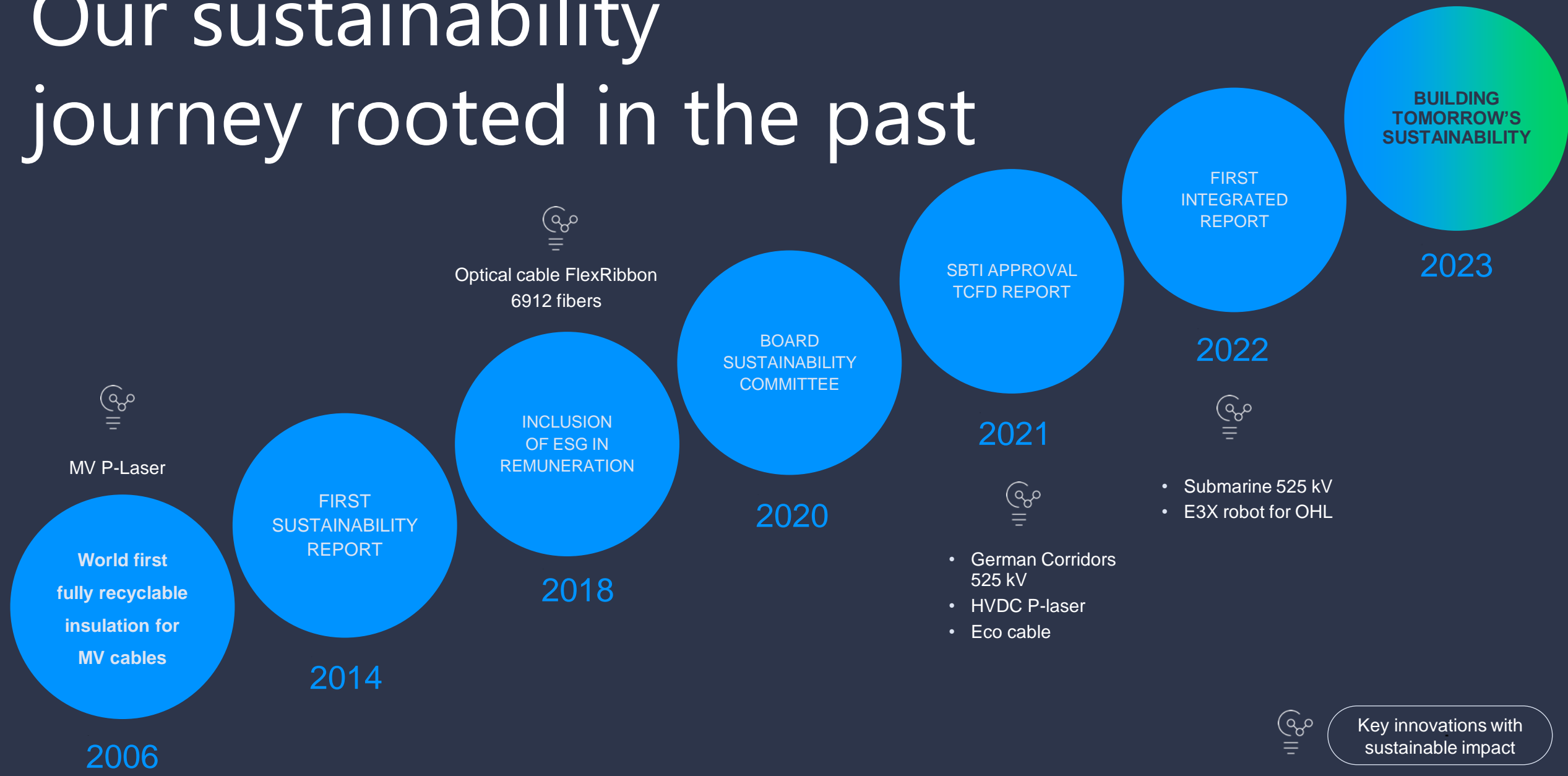
Previous role: CEO Netherlands
Years in Prysmian: 27



Frederick Persson

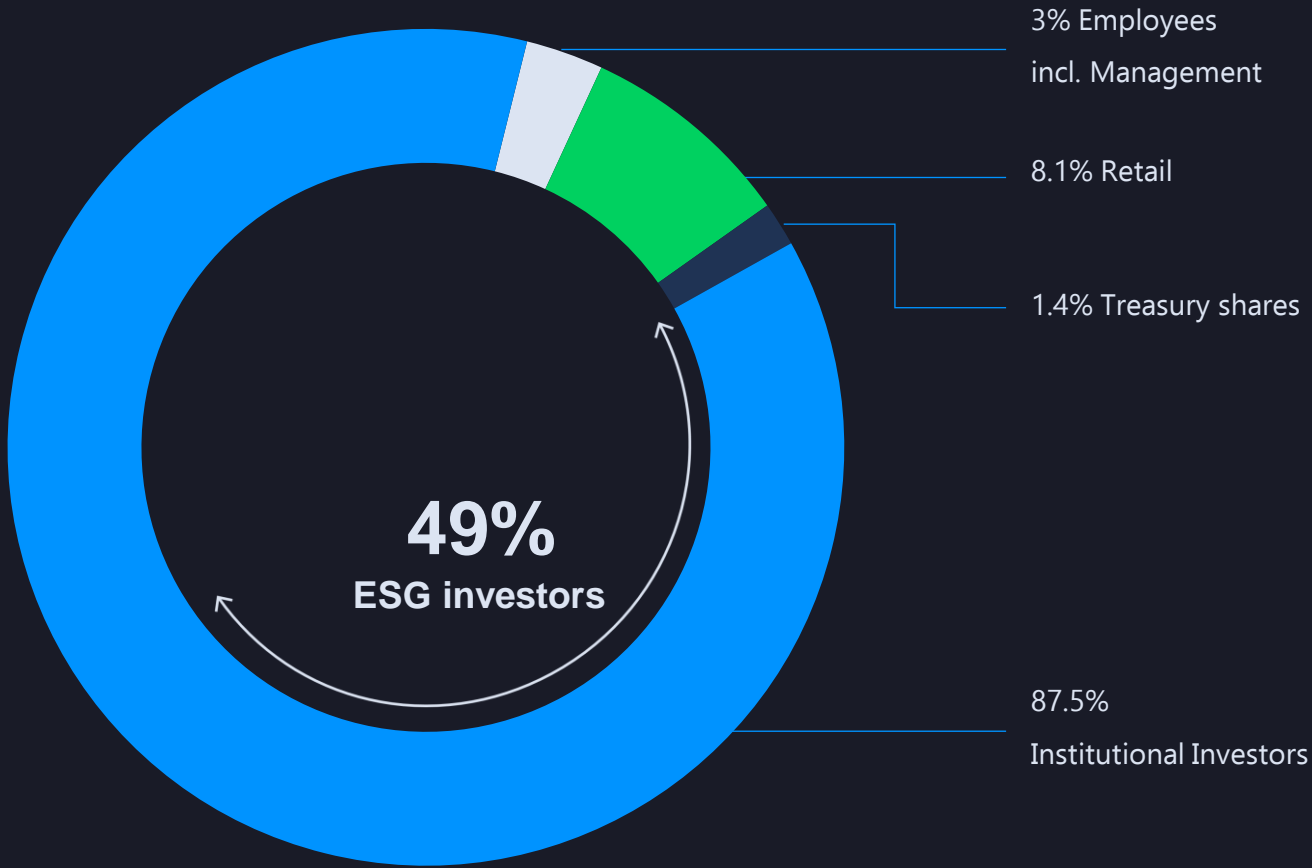
Previous role: CEO, CEE region
Years in Prysmian: 14

Our sustainability journey rooted in the past

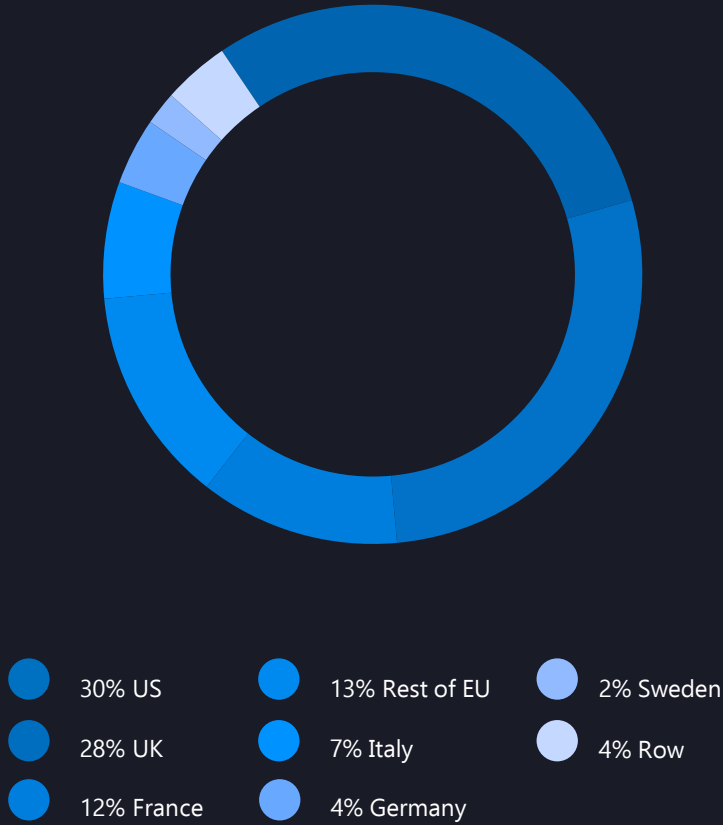


A truly public company, based on inclusion

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

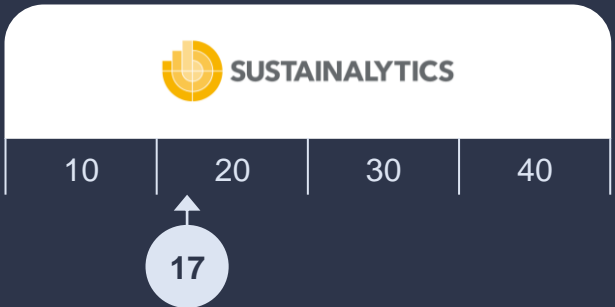
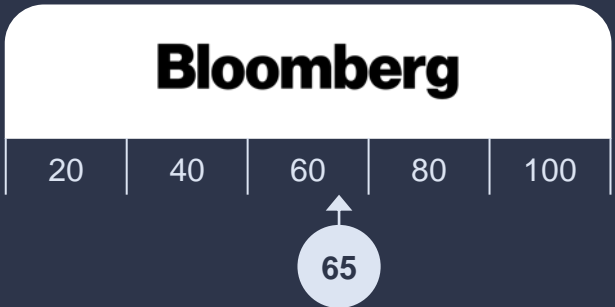


625 children in the Netherlands

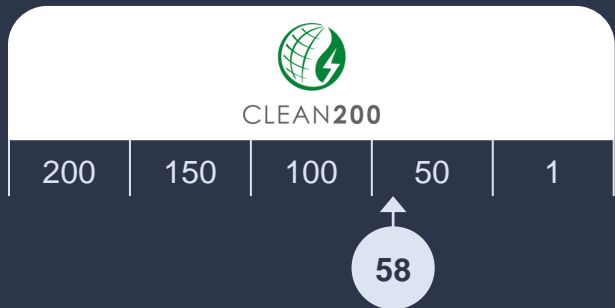


100 women and 800 children in Oman

Sustainability development goals



We are included in



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

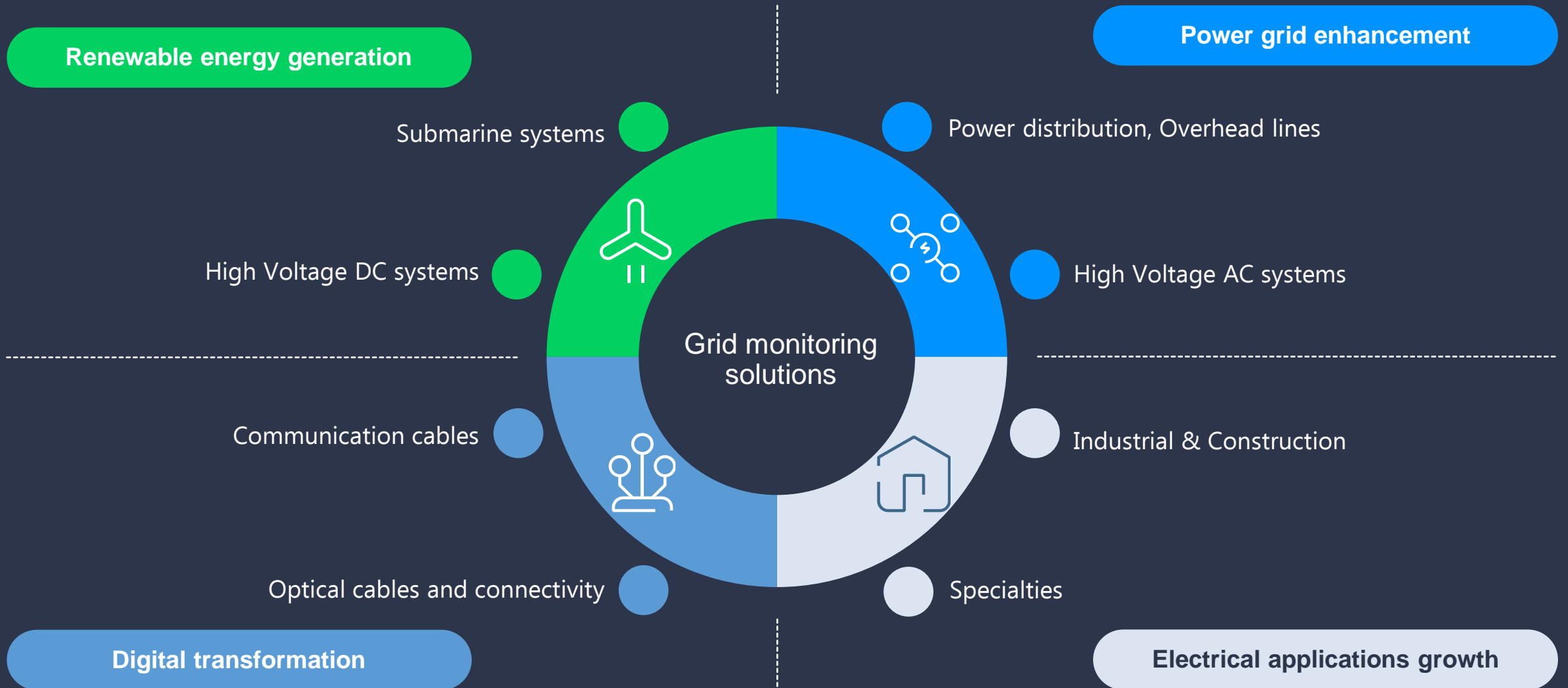
258
product families launched in
2023

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

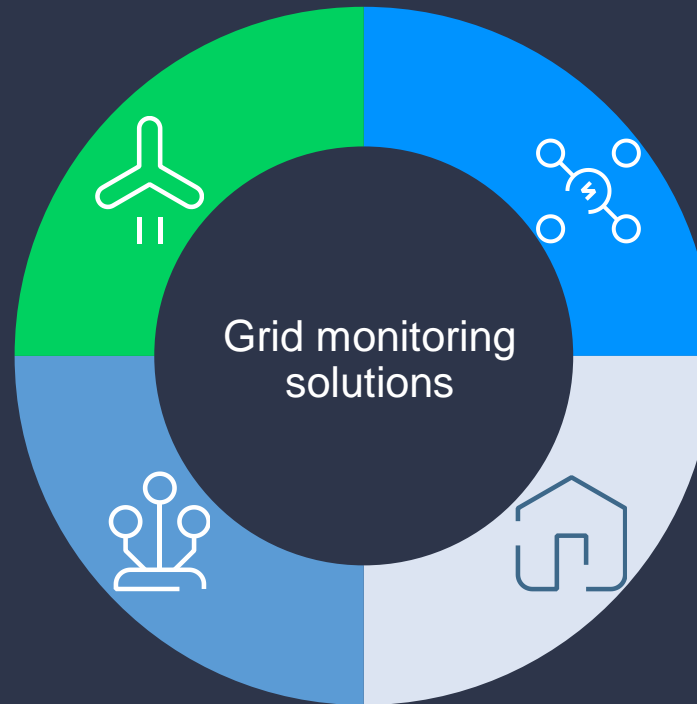
Power grid
enhancement

Electrical
applications growth

Digital
transformation

Sirocco, the first 180µm fibre 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



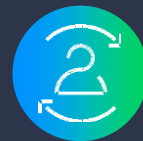
D&I and Sustainability

- 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



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