

# 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

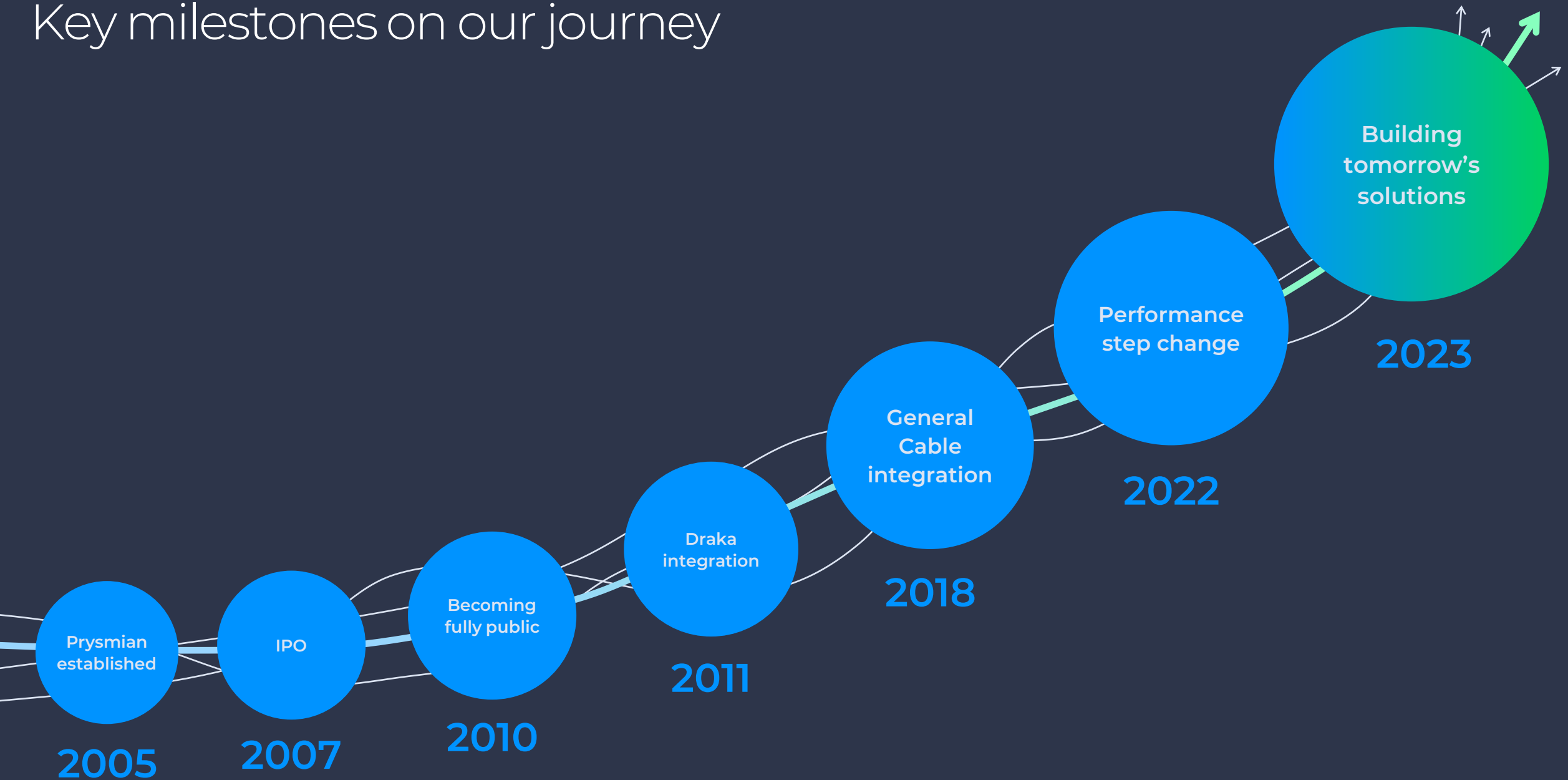
**5** Cable-laying ships

**+30,000** Employees

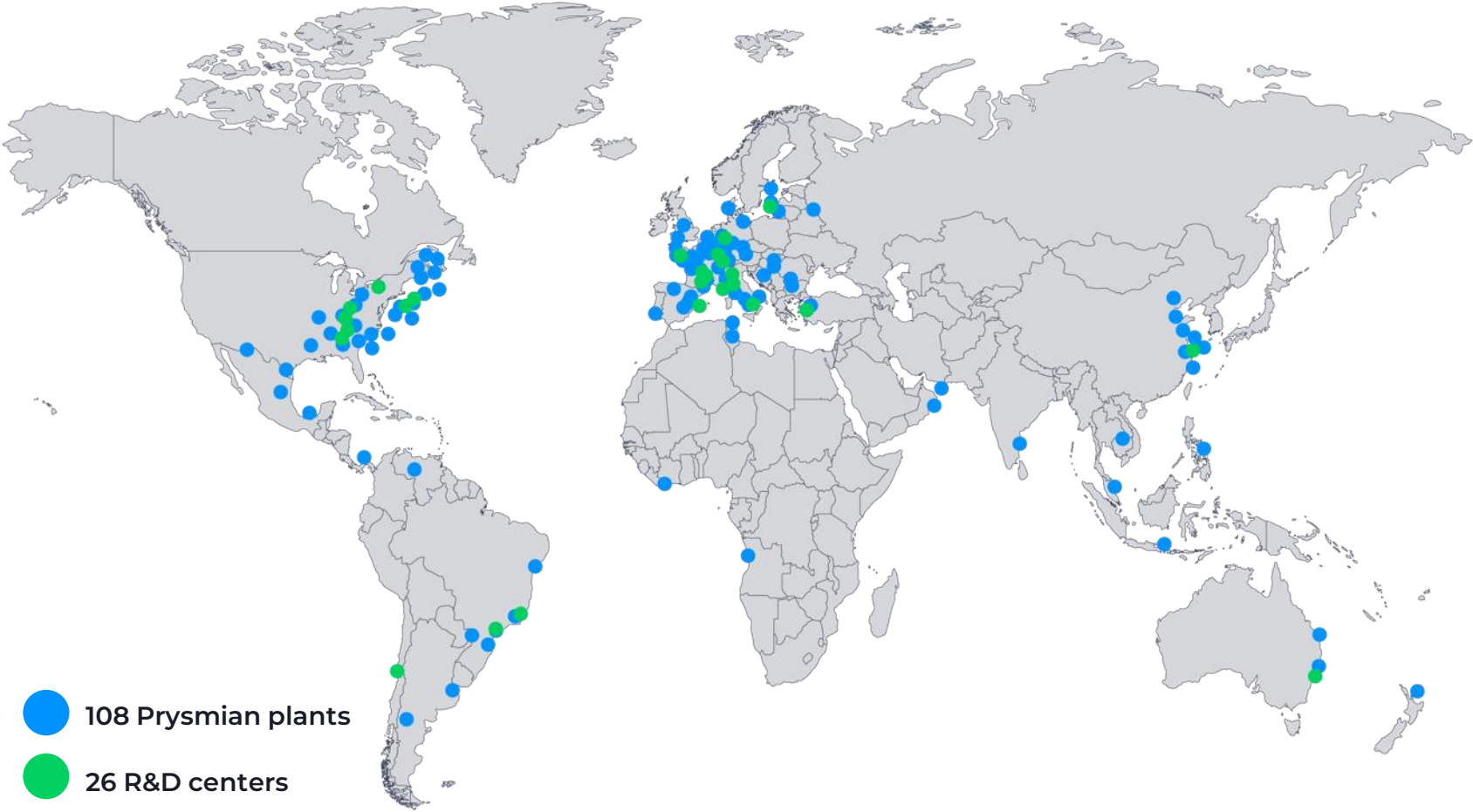
**+15 €B** Annual Sales



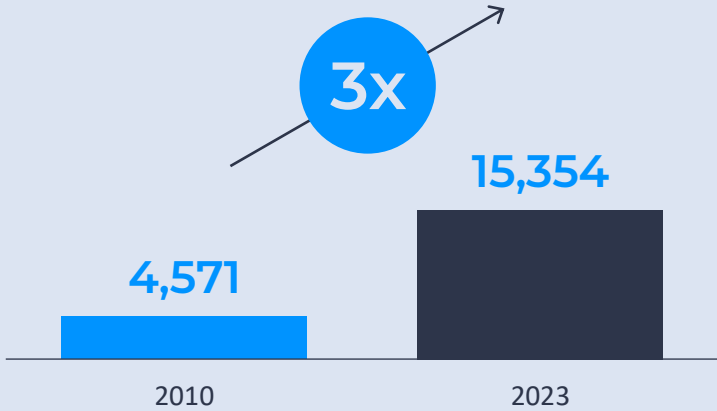
# Key milestones on our journey



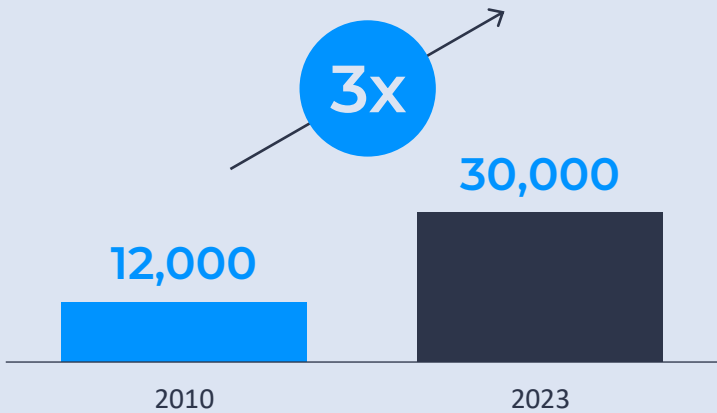
# A company transformed over the last decade



Group revenues (€m)



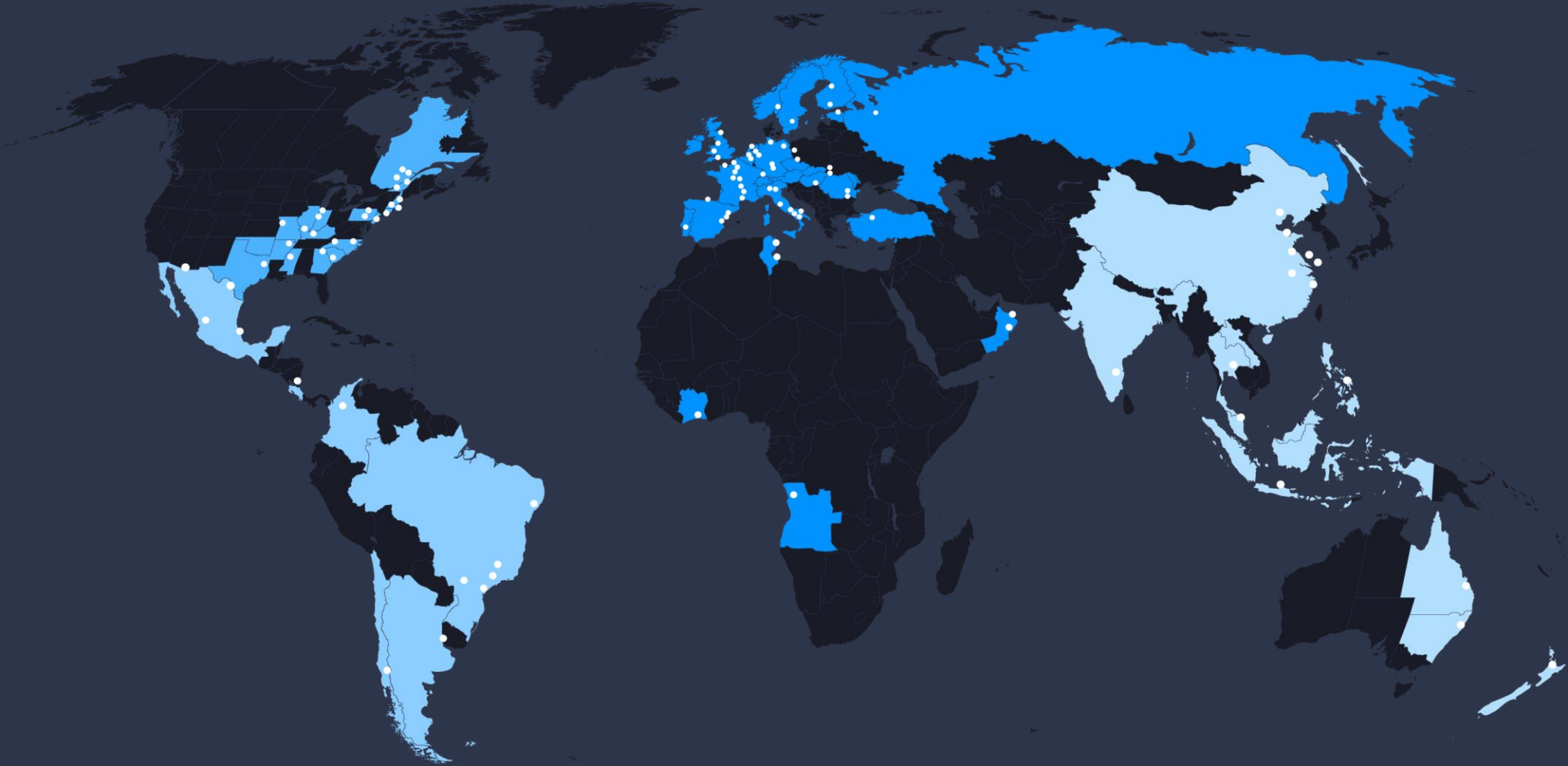
Employees



# Global presence

 NORTH AMERICA **24** PLANTS

 EMEA **56** PLANTS



 LATIN AMERICA **13** PLANTS

 APAC **15** PLANTS

## NORTH AMERICA 24 PLANTS

### Canada

Oshawa  
Prescott  
Saguenay QC - Lapointe  
St. Jerome  
St. Maurice

### Usa

Abbeville  
Bridgewater  
Claremont  
Du Quoin  
Indianapolis  
Jackson  
Lawrenceburg  
Lexington  
Lincoln  
Manchester  
Marion  
Marshall  
North Dighton  
Paragould  
Rocky Mountain  
Schuylkill Haven  
Sedalia  
Williamsport  
Willimantic

## EMEA 56 PLANTS

### Angola

Luanda

### Czech Republic

Velké Meziříčí

### Estonia

Keila

### Finland

Oulu  
Pikkala

### France

Amfreville  
Calais  
Charvieu  
Chavanoz  
Cornimont  
Douvrin  
Gron  
Montereau  
Paron  
Sainte Geneviève

### Germany

Baesweiler (Cologne)  
Berlino  
Neustadt  
Nordenham Plant  
Norimberga  
Schwerin  
Wuppertal

### Hungary

Balassagyarmat  
Kistelek

### Italy

Arco Felice  
Battipaglia F.O.S. Srl  
Giovinazzo  
Livorno  
Merlino  
Pignataro Maggiore  
Quattordio

### Ivory Coast

Abidjan

### Norway

Drammen

### Oman

Al Khuwayriyyah  
(Sohar) - OAPIL  
Factory2 Rusayl  
(Muscat) - OCI

### Portugal

Morelena

### Romania

Milcov  
Slatina

### Russia

Rybinsk

### Slovakia

Prešov

### Spain

Abrera  
Santa Perpetua  
Santander  
Vilanova

### Sweden

Nässjö

### The Netherlands

Delft  
Eindhoven  
Emmen  
Nieuw Bergen

### Tunisia

Grombalia  
Menzel Bouzelfa

### Turkey

Mudanya

### UK

Aberdare  
Bishopstoke  
Washington  
Wrexham

## LATIN AMERICA 13 PLANTS

### Argentina

La Rosa

### Brazile

Joinville  
Poços de Caldas  
Sorocaba Eden  
Sorocaba Fiber  
Vila Velha

### Cile

Santiago

### Colombia

Bogotá

### Costa Rica

Heredia

### Messico

Durango  
Nogales  
Piedras Negras  
Tetla

## APAC 15 PLANTS

### Australia

Dee Why  
Liverpool

### China

Haixun DEP  
Shangai  
Suzhou  
Tianjin  
Yixing  
Zhongyao DEP

### India

Chiplun

### Indonesia

Cikampek

### Malaysia

Melaka Factory lot 38

### New Zealand

New Lynn (Auckland)

### Philippines

Cebu

### Thailand


Rayong

# Capitalizing on our leading positions





# Structural trends boosting the cable market



Renewable energy generation

**4x**


Solar and wind capacity



Electrical applications growth

**1.5x**

Electricity consumption



Power grid enhancement

**2x**

Annual grid investments



Digital transformation

**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



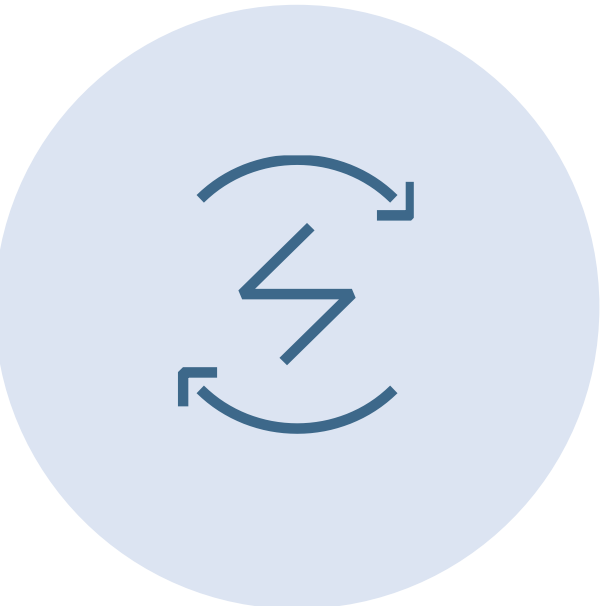
## People empowerment

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

# Sinergies across segments unlock value

Transmission



Power Grid



Electrification



Digital Solutions



One-stop Shop

Solution Provider

Market Hedging

Operational Efficiencies

# Partner of the world key players



# 2023 KEY HIGHLIGHTS



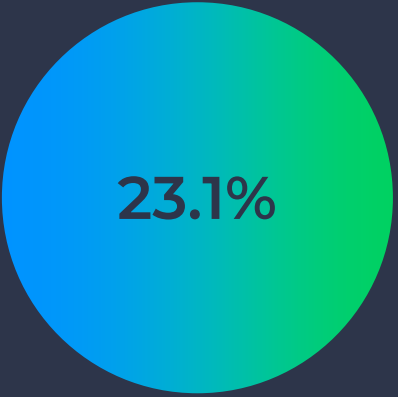
Adj. EBITDA



Group Net Profit



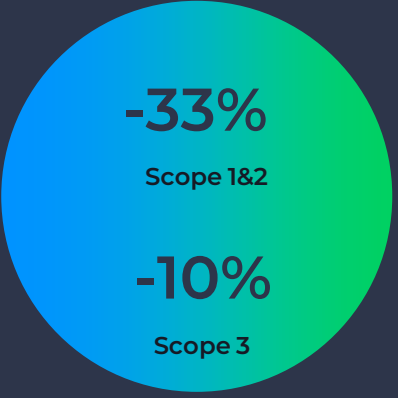
FCF



ROCE



Dividend proposal



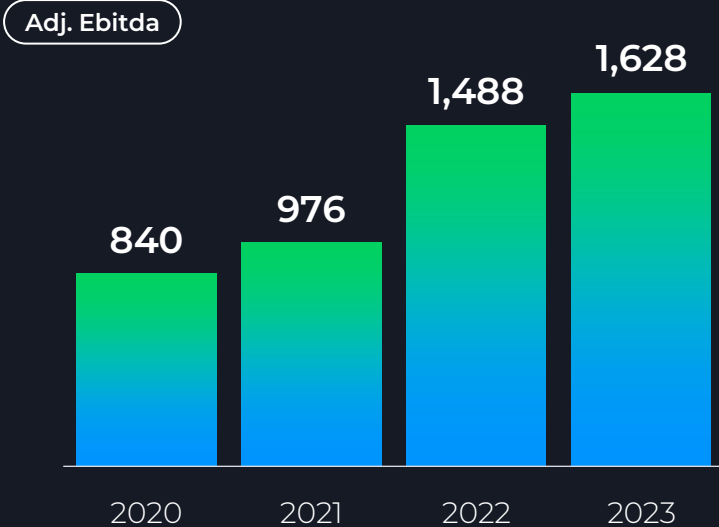
GHG emissions\*

Outstanding results

Strong cash generation

Reinforced commitment on climate change

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



\* vs. baseline 2019

# A new streamlined segmentation

Segments redesigned to match market trends and drive leadership position

## TRANSMISSION

## POWER GRID

## ELECTRIFICATION

## DIGITAL SOLUTIONS

## TOTAL GROUP

Sales

1,136 1,673 2,122

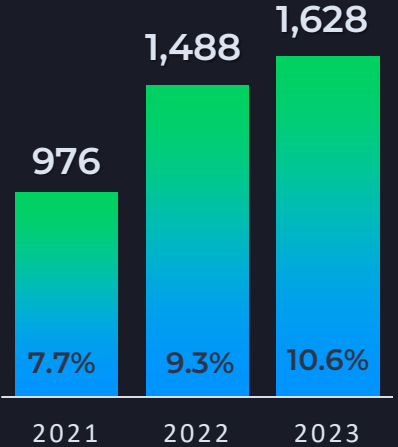
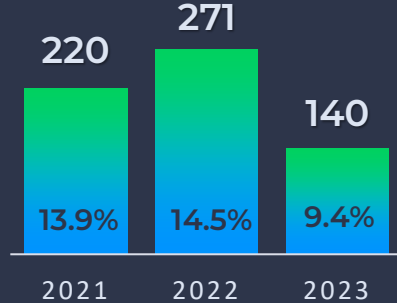
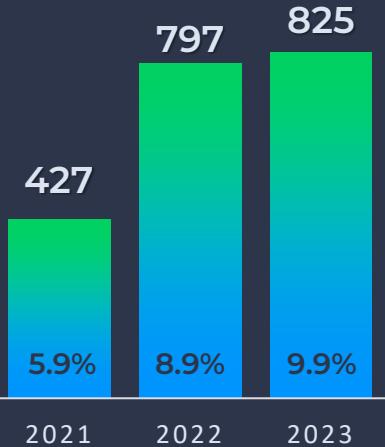
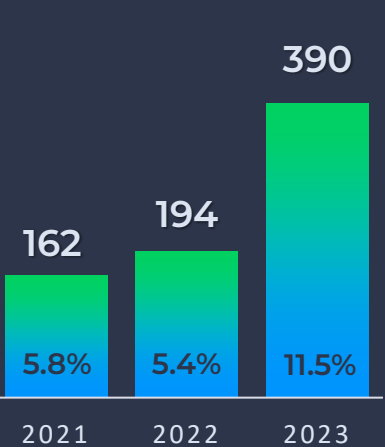
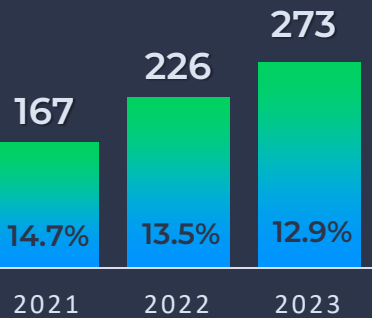
2,791 3,605 3,394

7,224 8,916 8,349

1,585 1,873 1,489

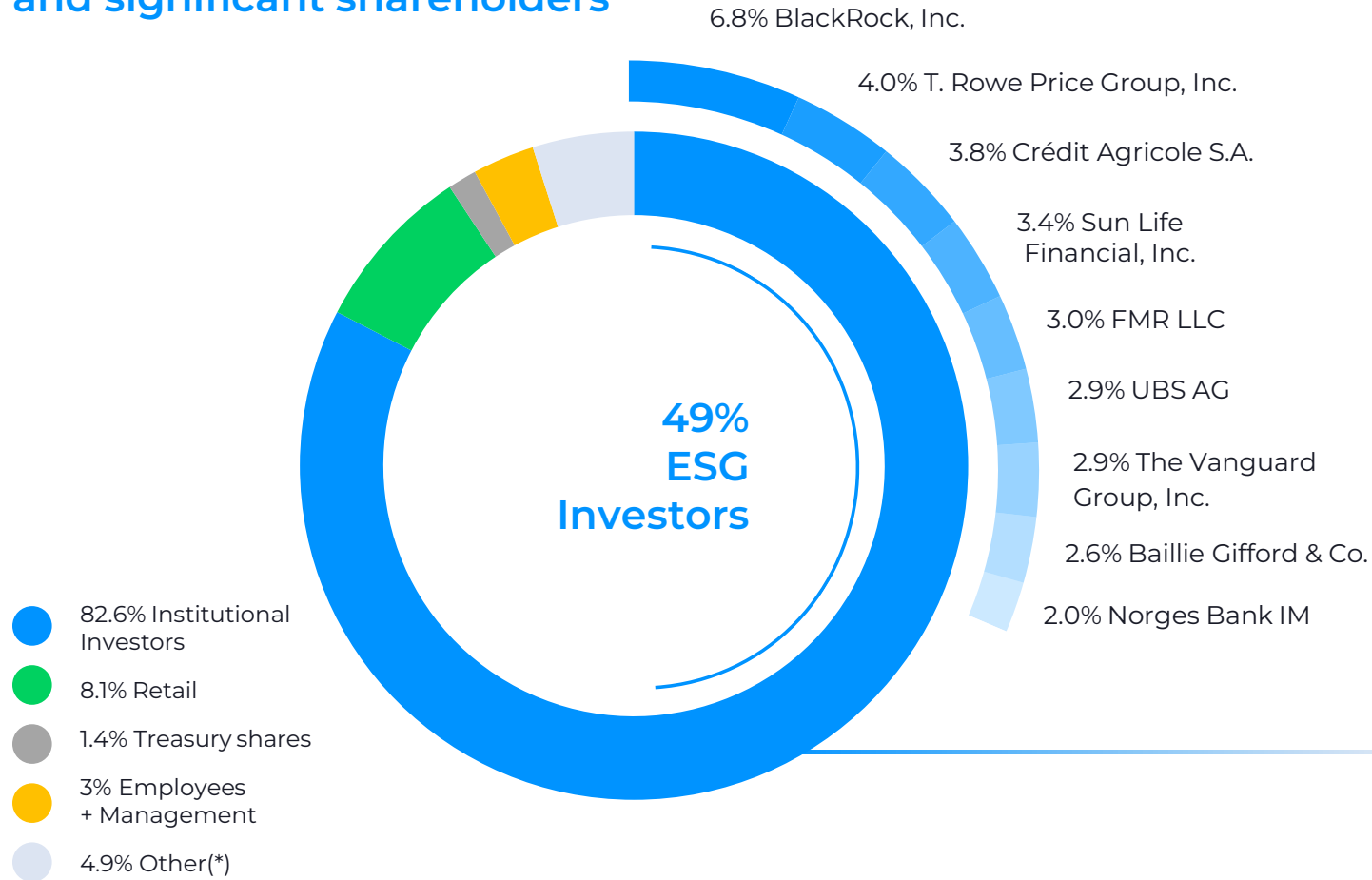
12,736 16,067 15,354

Adj. Ebitda

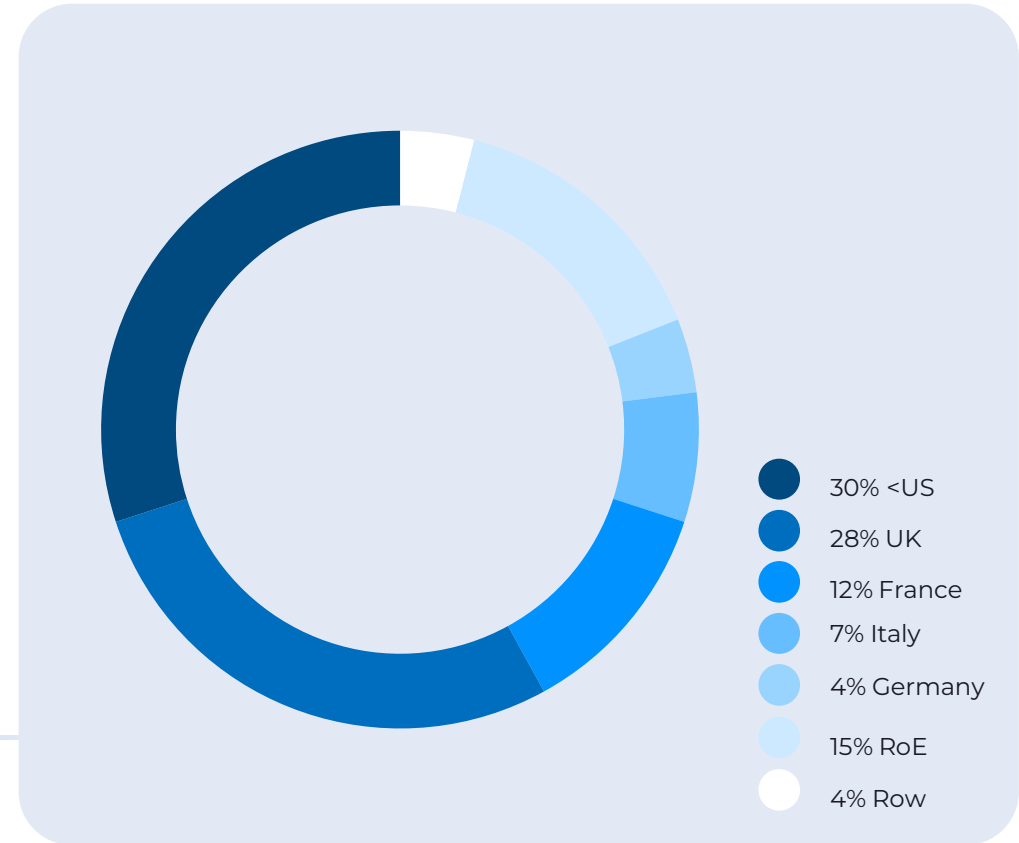


# A public company

## 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

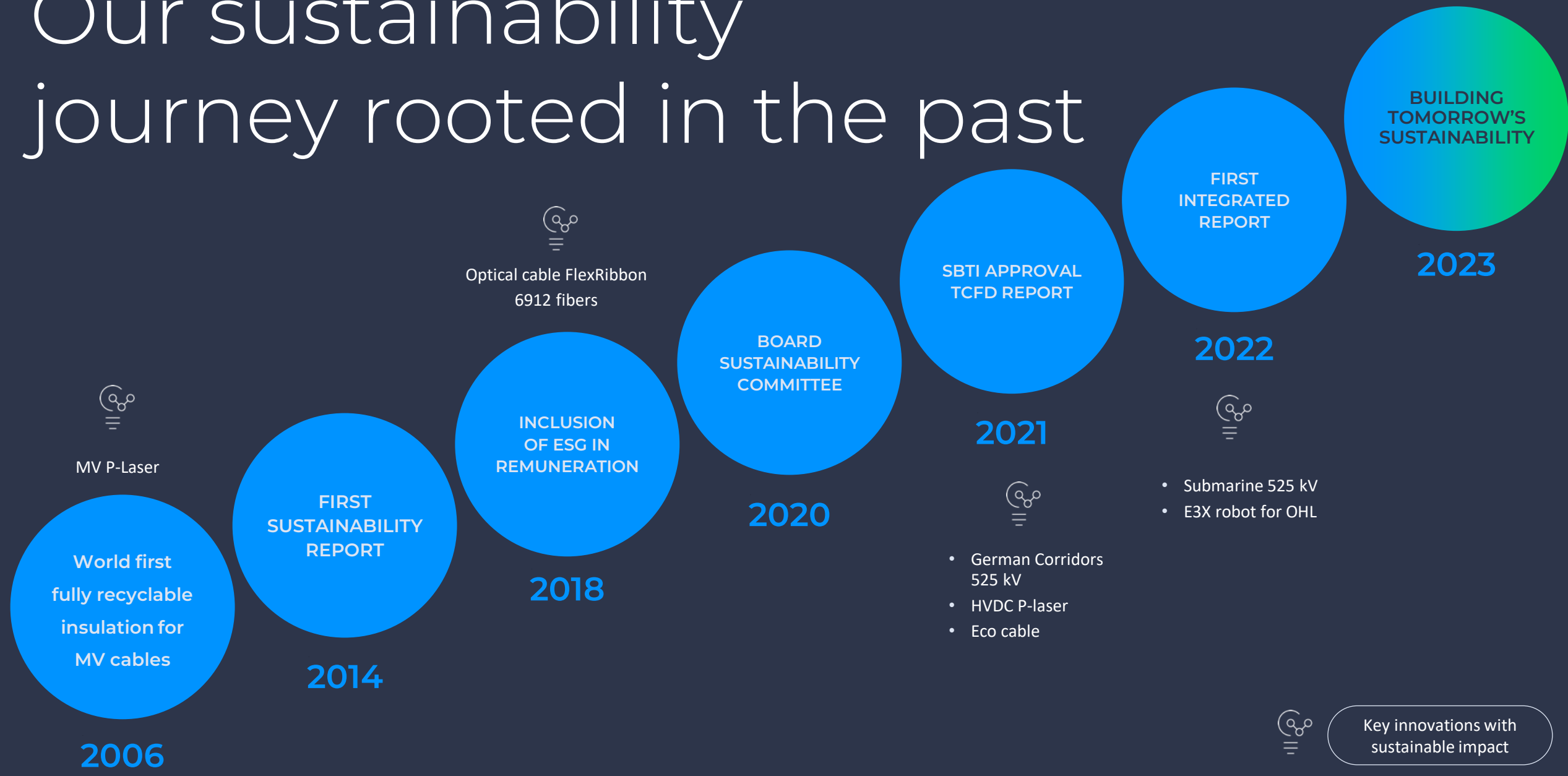
We strive to simplify anything we can, focusing on high **value generating activities** and timely decisions to boost our company results.



# New Organization

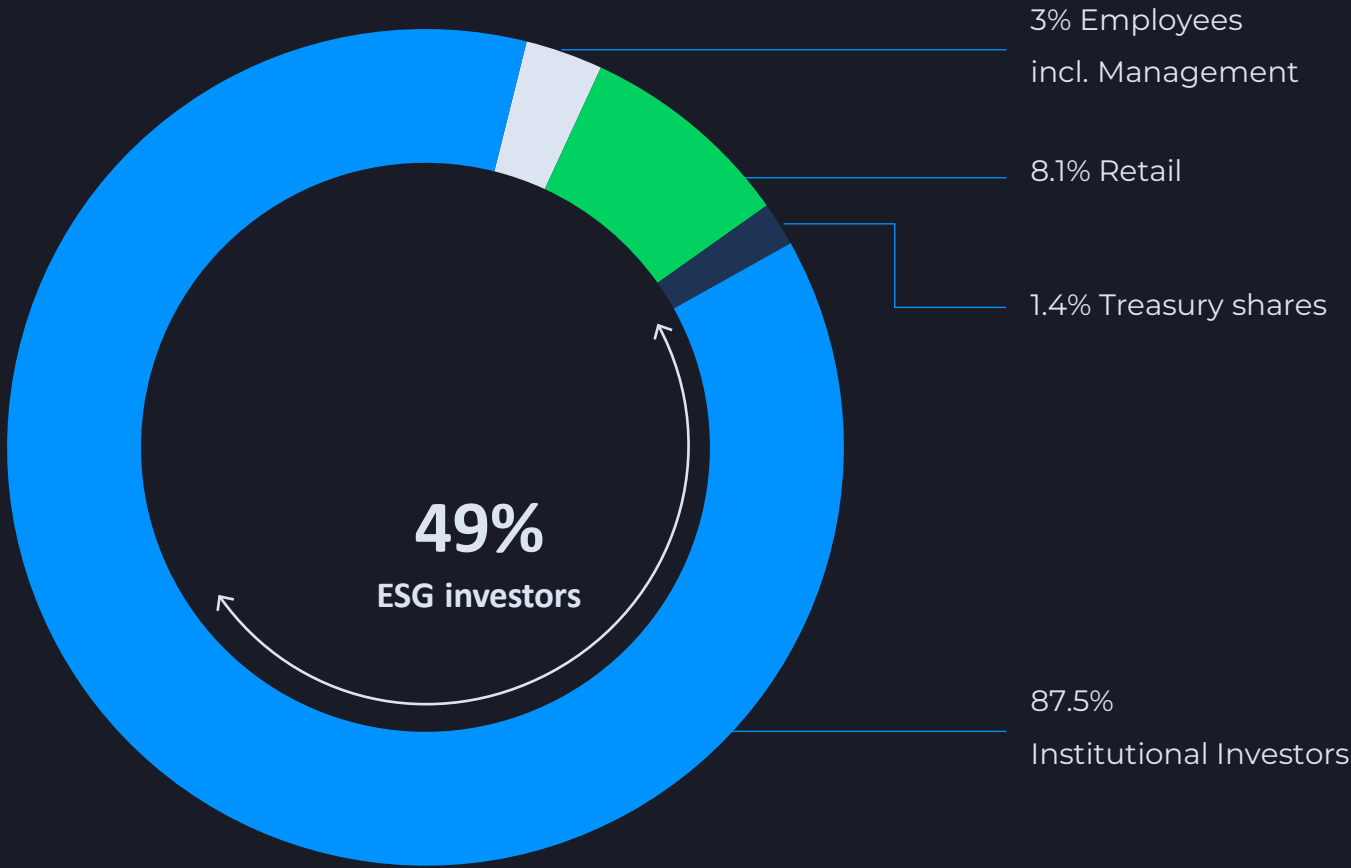


# Our sustainability journey rooted in the past

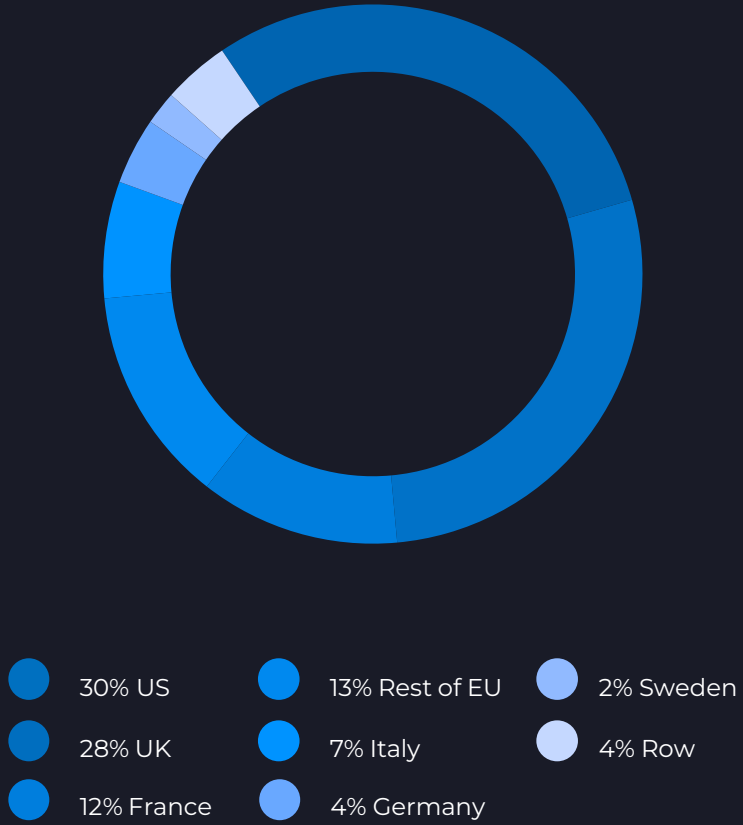


# A truly public company, based on inclusion

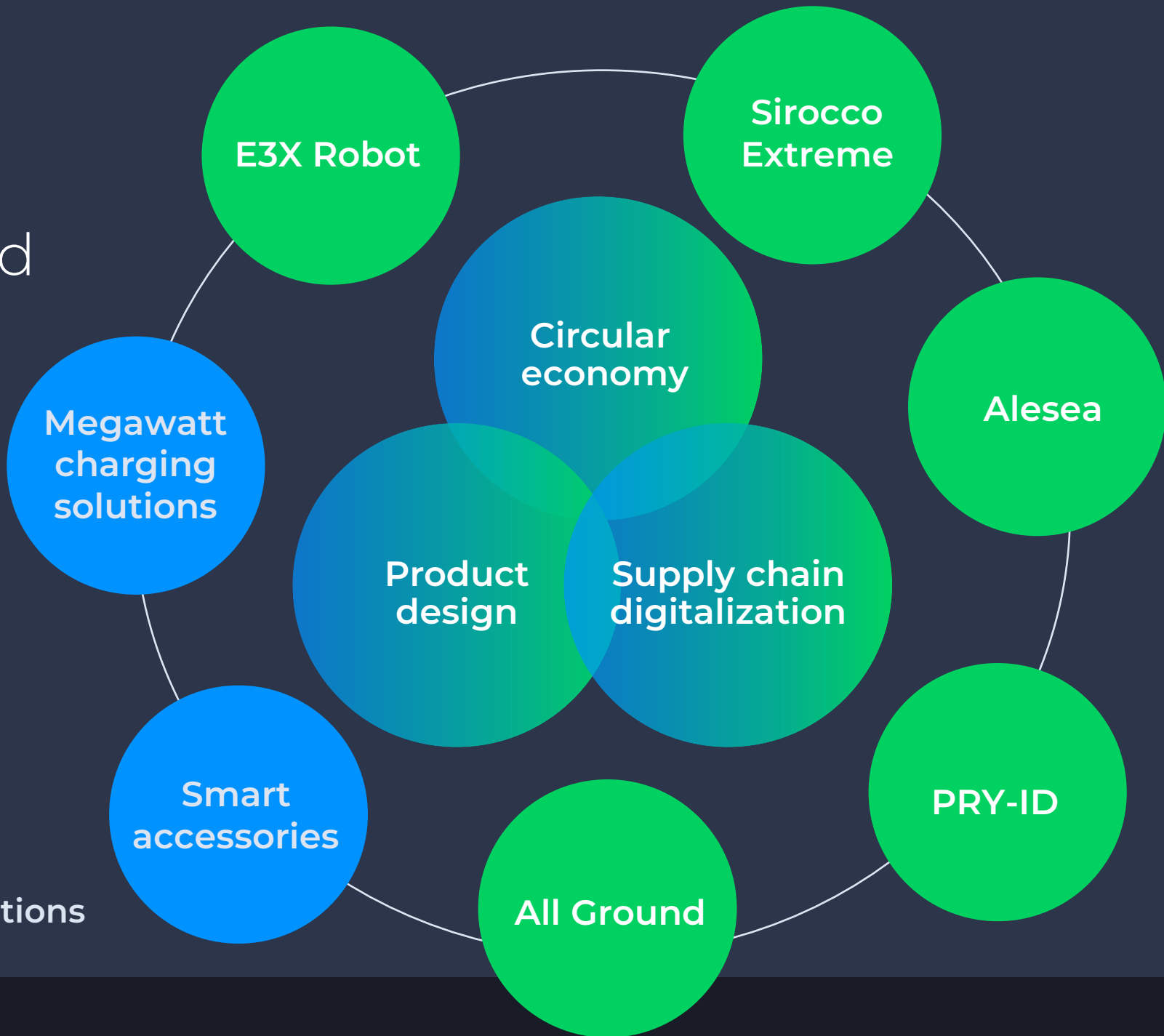
PRYSMIAN SHAREHOLDING STRUCTURE



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

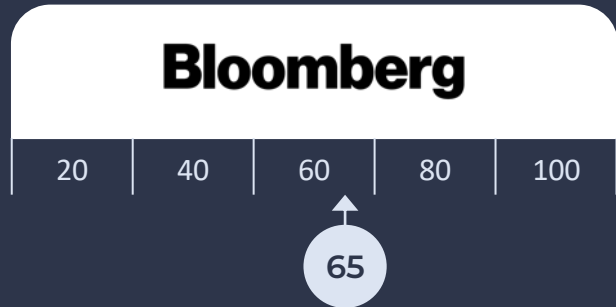


625 children in the Netherlands



100 women and 800 children in Oman

# Sustainability development goals



We are included in



**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

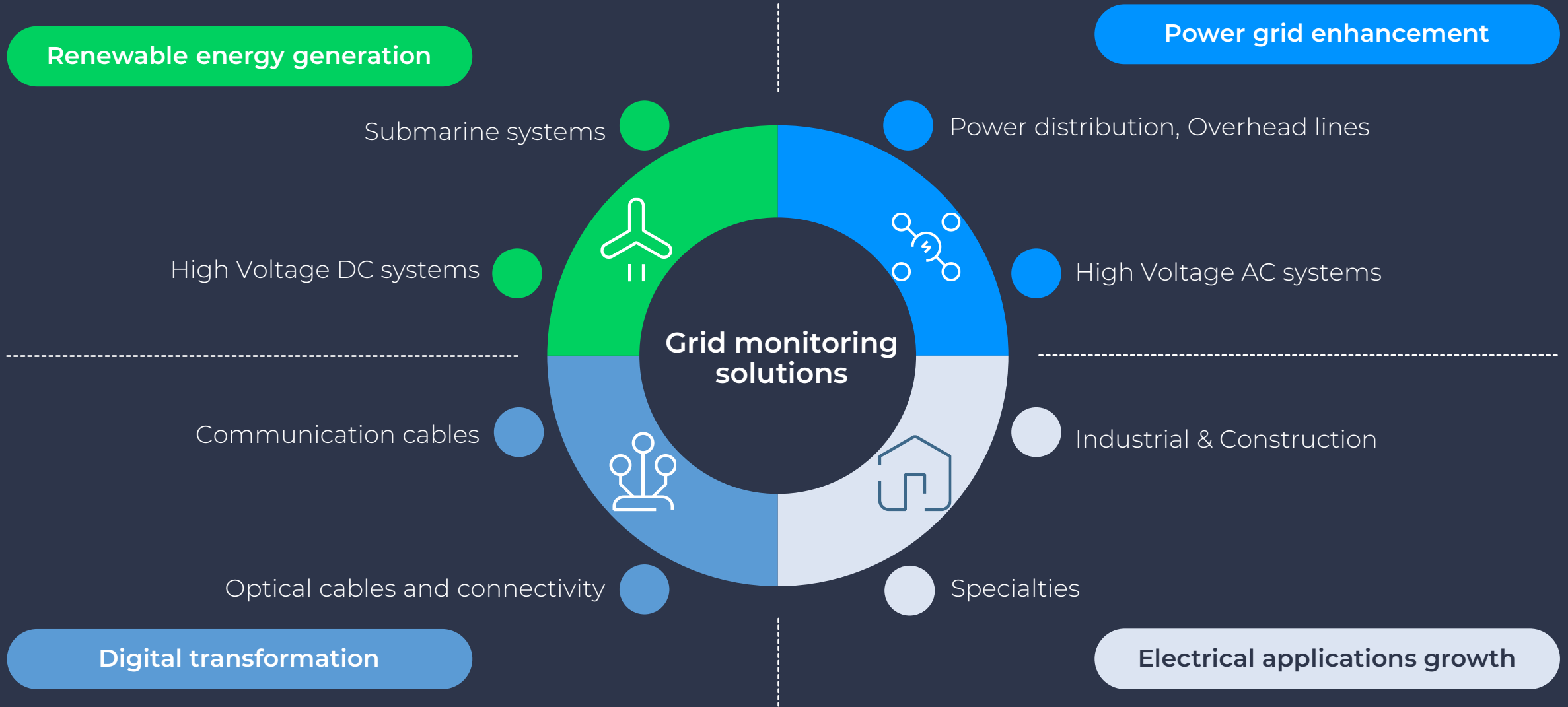
258  
product families  
launched in 2023

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

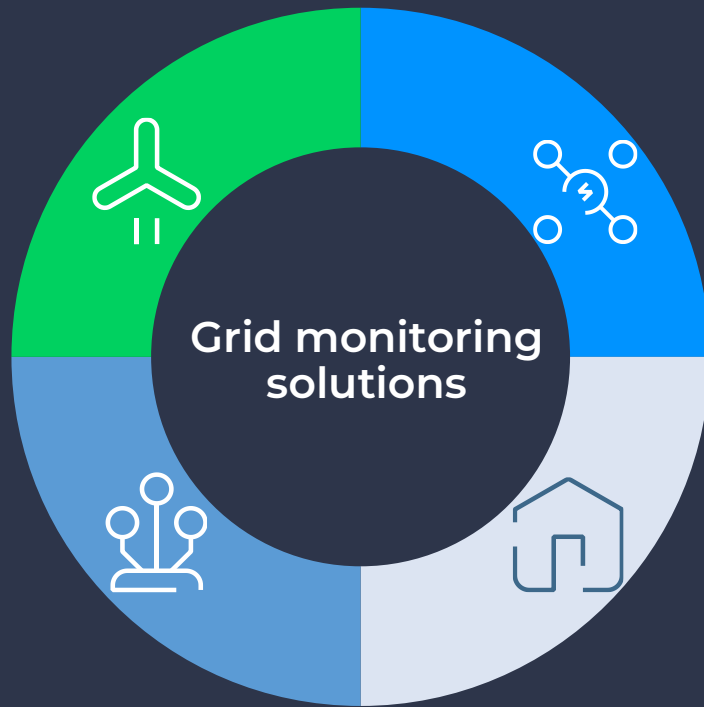
E3X technology for OHL power enhancement

Renewable energy Generation

Power grid enhancement

Electrical applications growth

Digital transformation



PRYSOLAR, innovative PV cable

PRY-CAM, technology for advanced monitoring

Sirocco, the first 180µm fiber cable

# 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



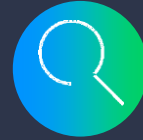
## Engagement

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



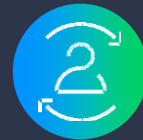
## D&I and Sustainability

- 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)