

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

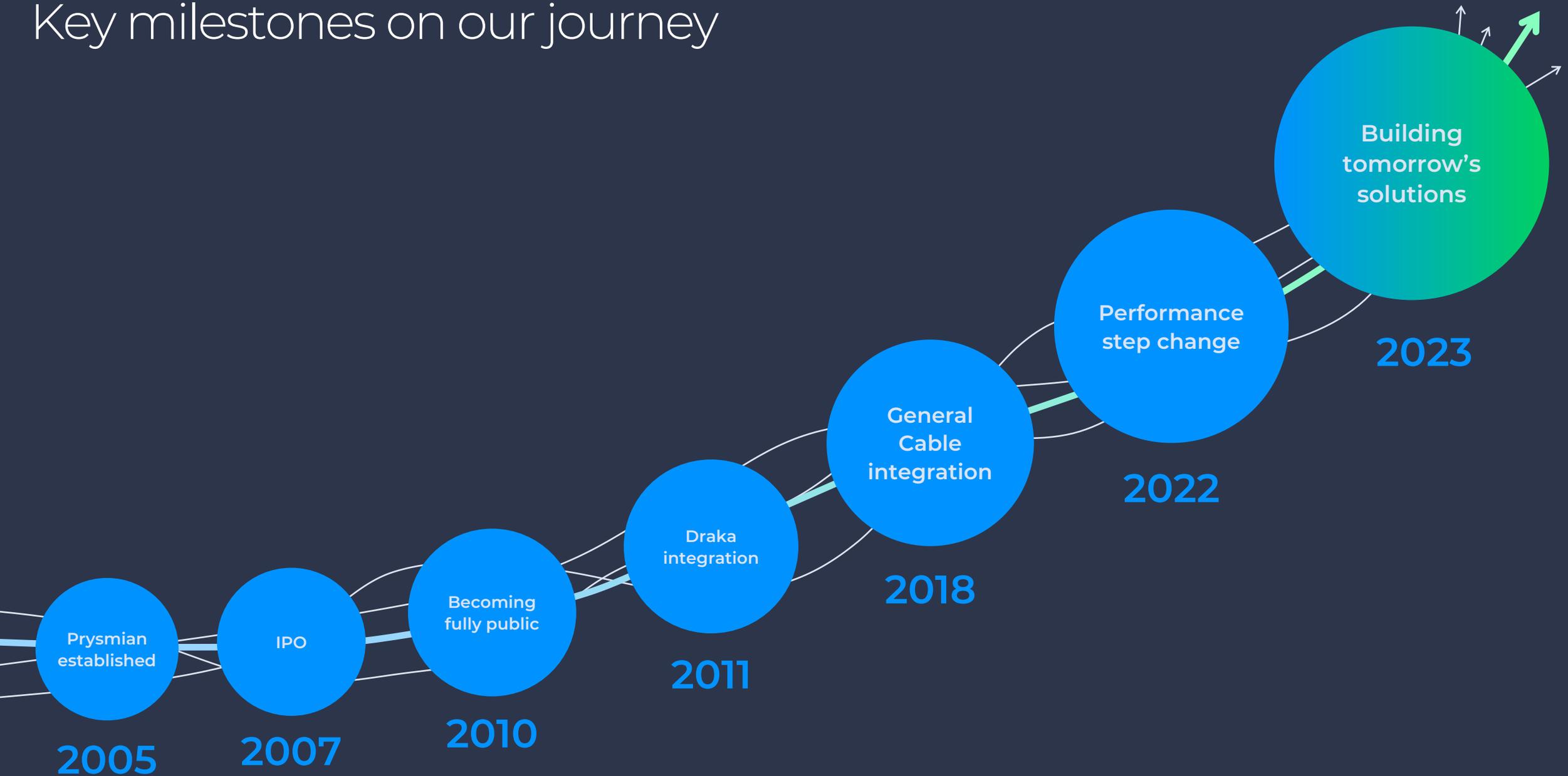
5 Cable-laying ships

+30,000 Employees

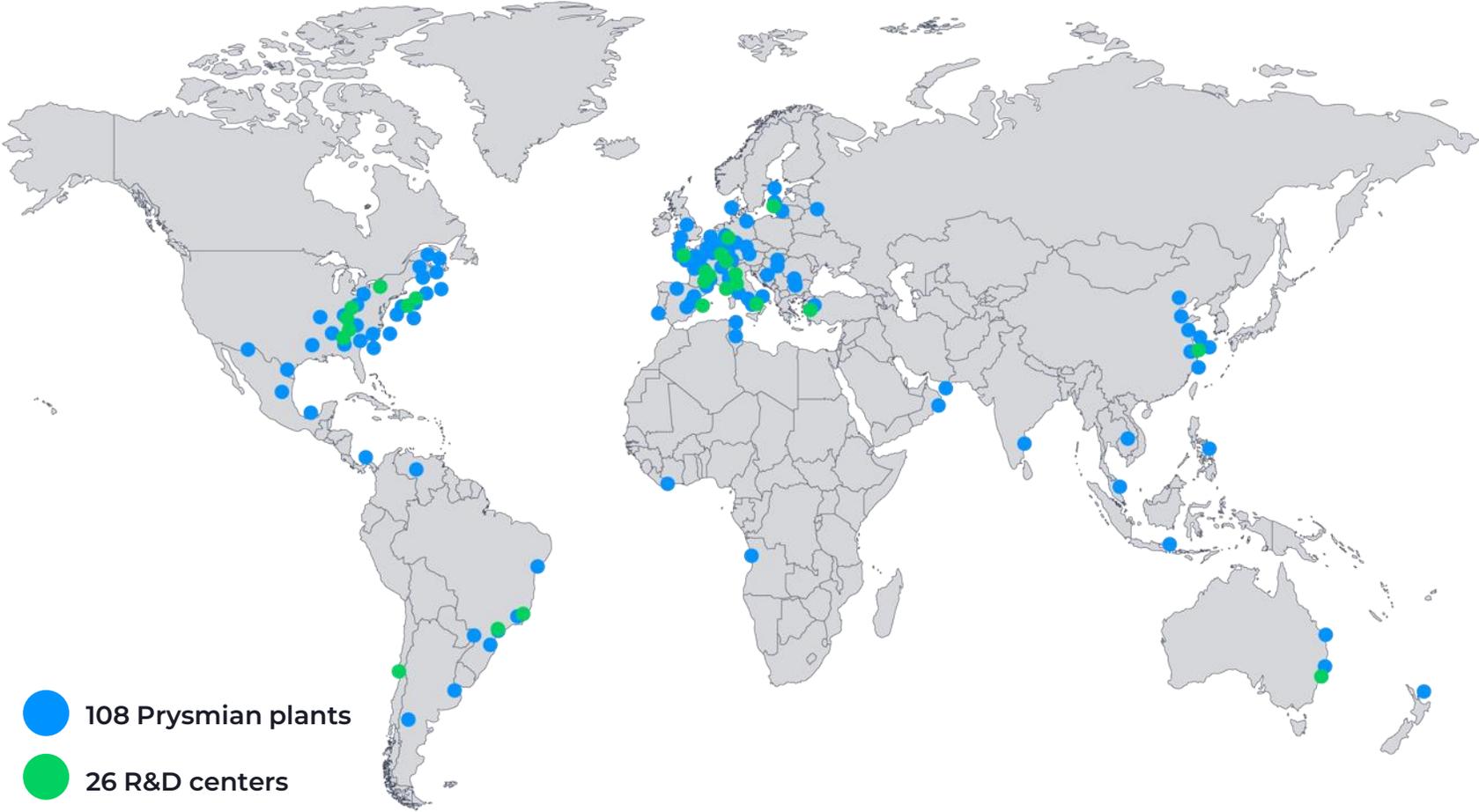
+15 €B Annual Sales



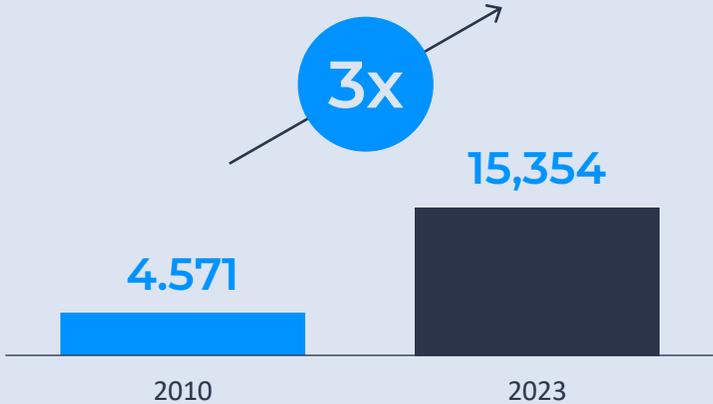
Key milestones on our journey



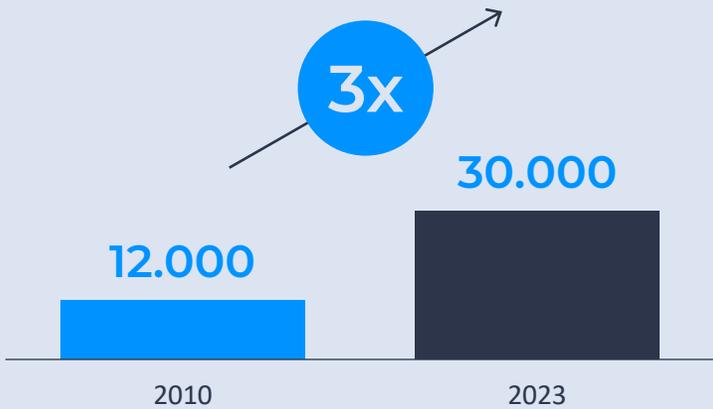
A company transformed over the last decade



Group revenues (€m)



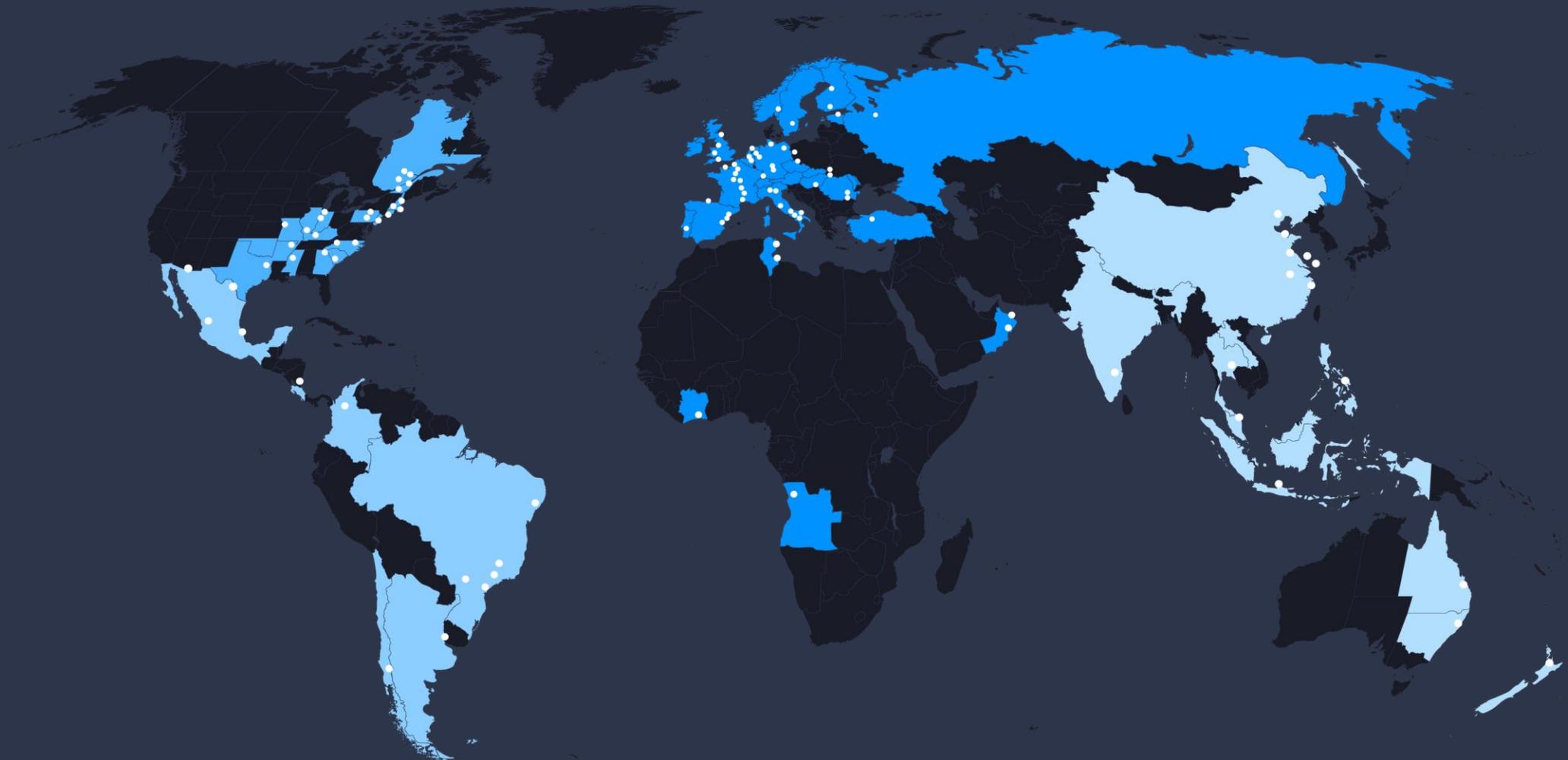
Employees



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 Mezířící

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

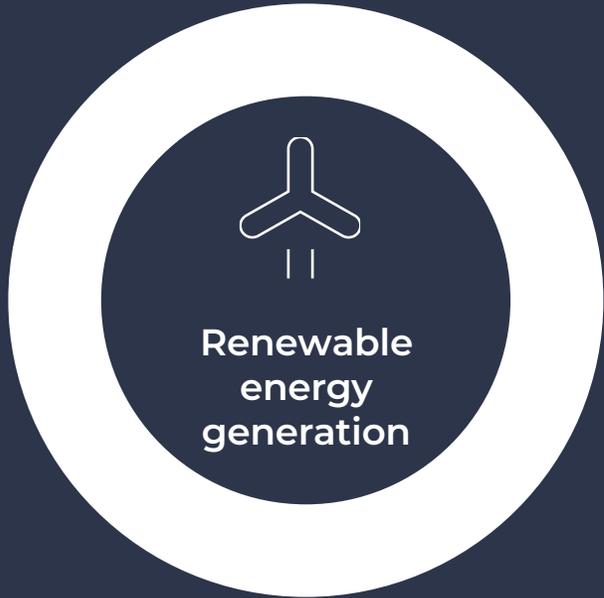
Thailand

Rayong

Capitalizing on our leading positions



Structural trends boosting the cable market



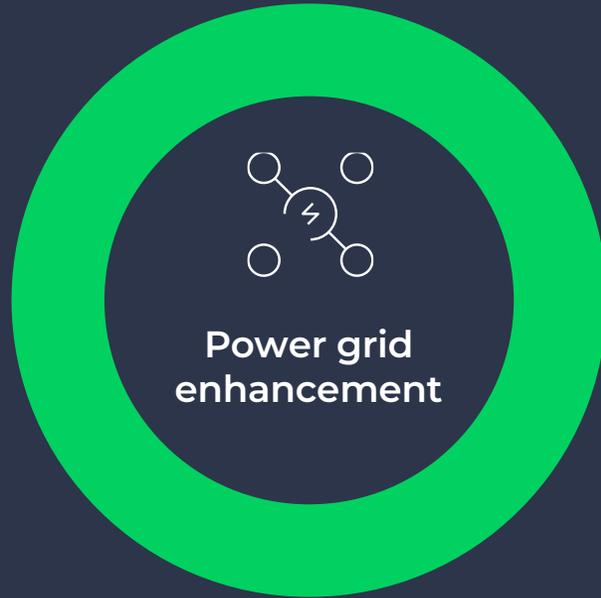
4x

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



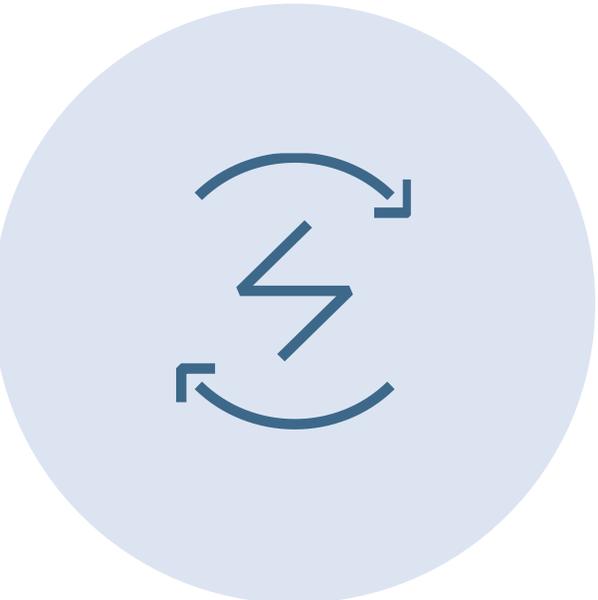
People empowerment

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

Sinergies across segments unlock value



Partner of the world key players



2023 KEY HIGHLIGHTS



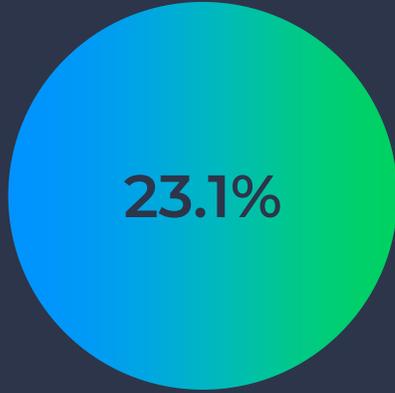
Adj. EBITDA



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

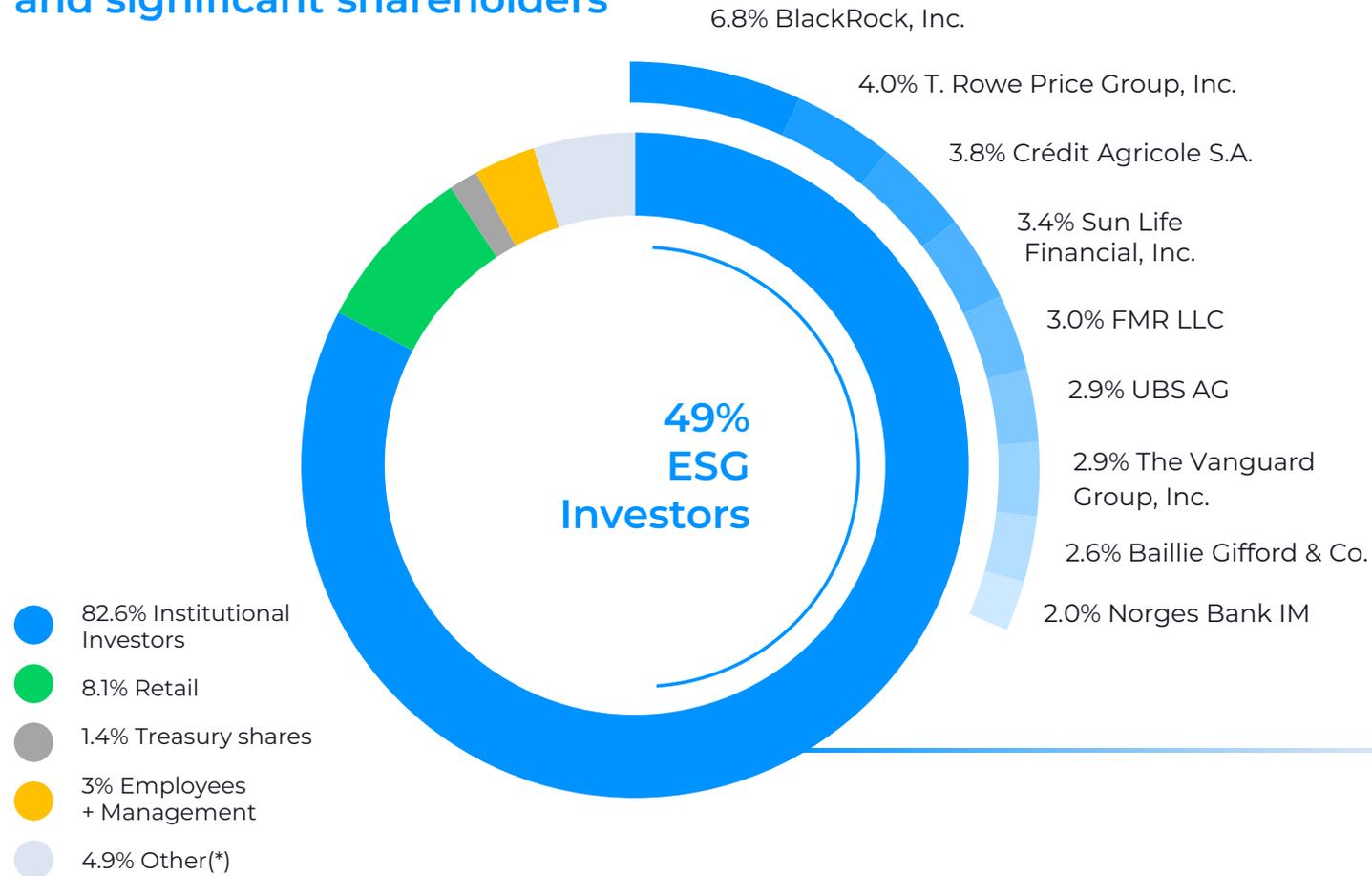
Segment	2021	2022	2023
TRANSMISSION	1,136	1,673	2,122
POWER GRID	2,791	3,605	3,394
ELECTRIFICATION	7,224	8,916	8,349
DIGITAL SOLUTIONS	1,585	1,873	1,489
TOTAL GROUP	12,736	16,067	15,354

Adj. Ebitda

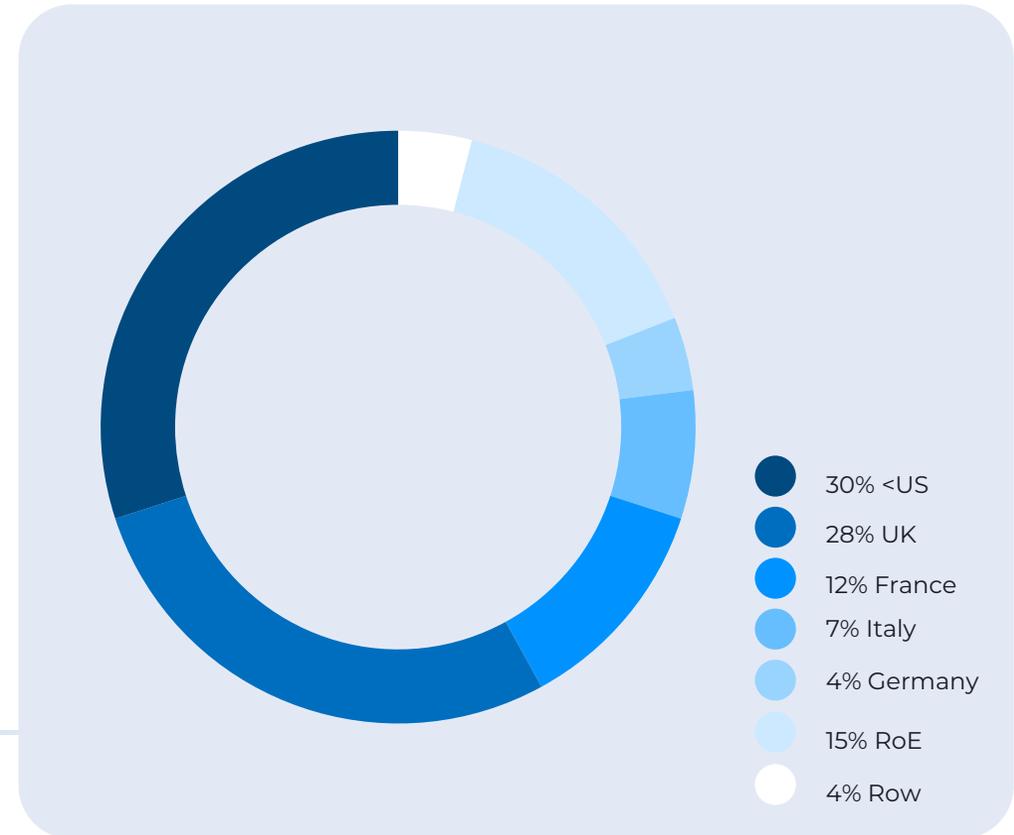


A public company

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**.

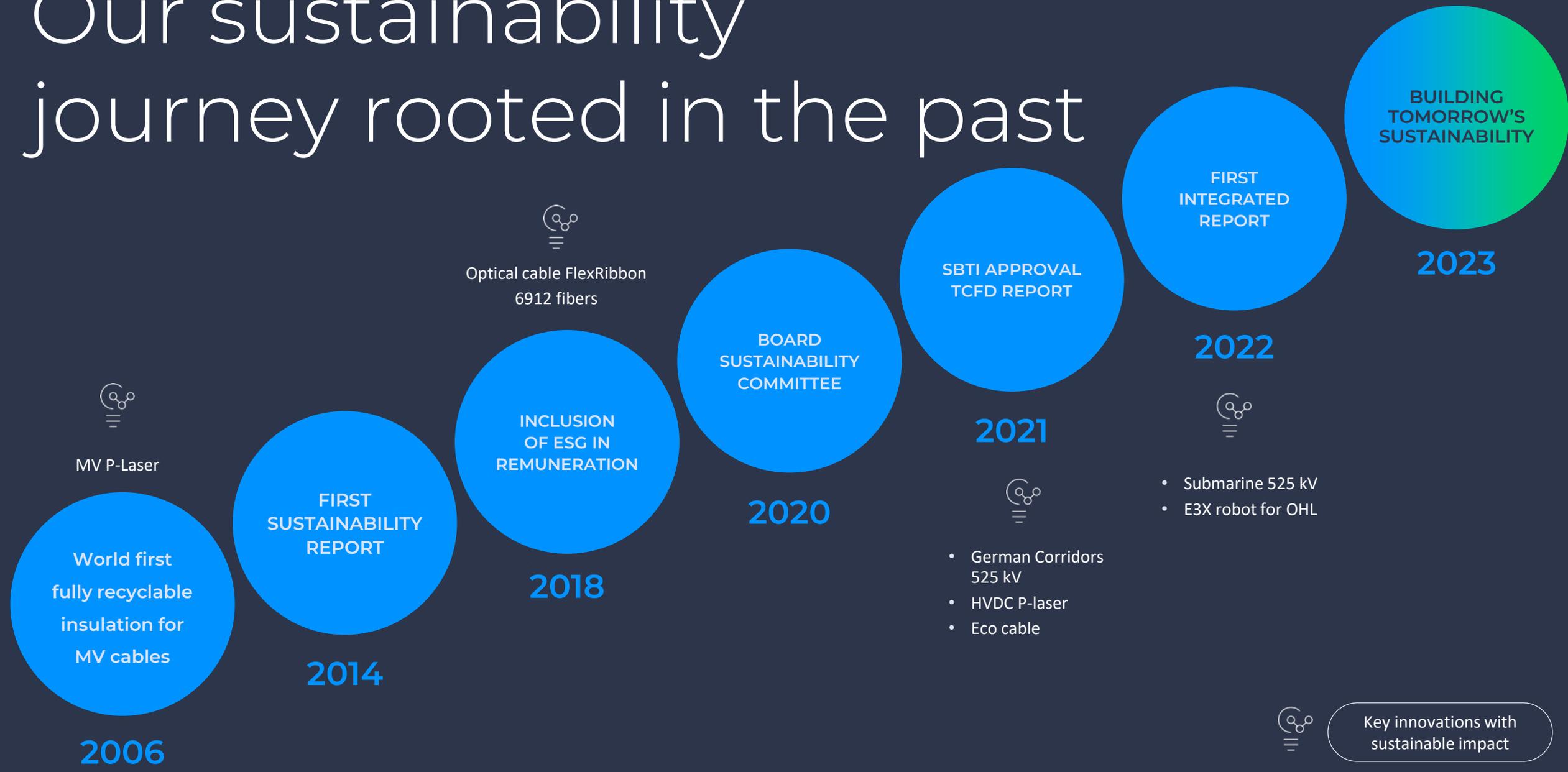
Simplicity

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

New Organization

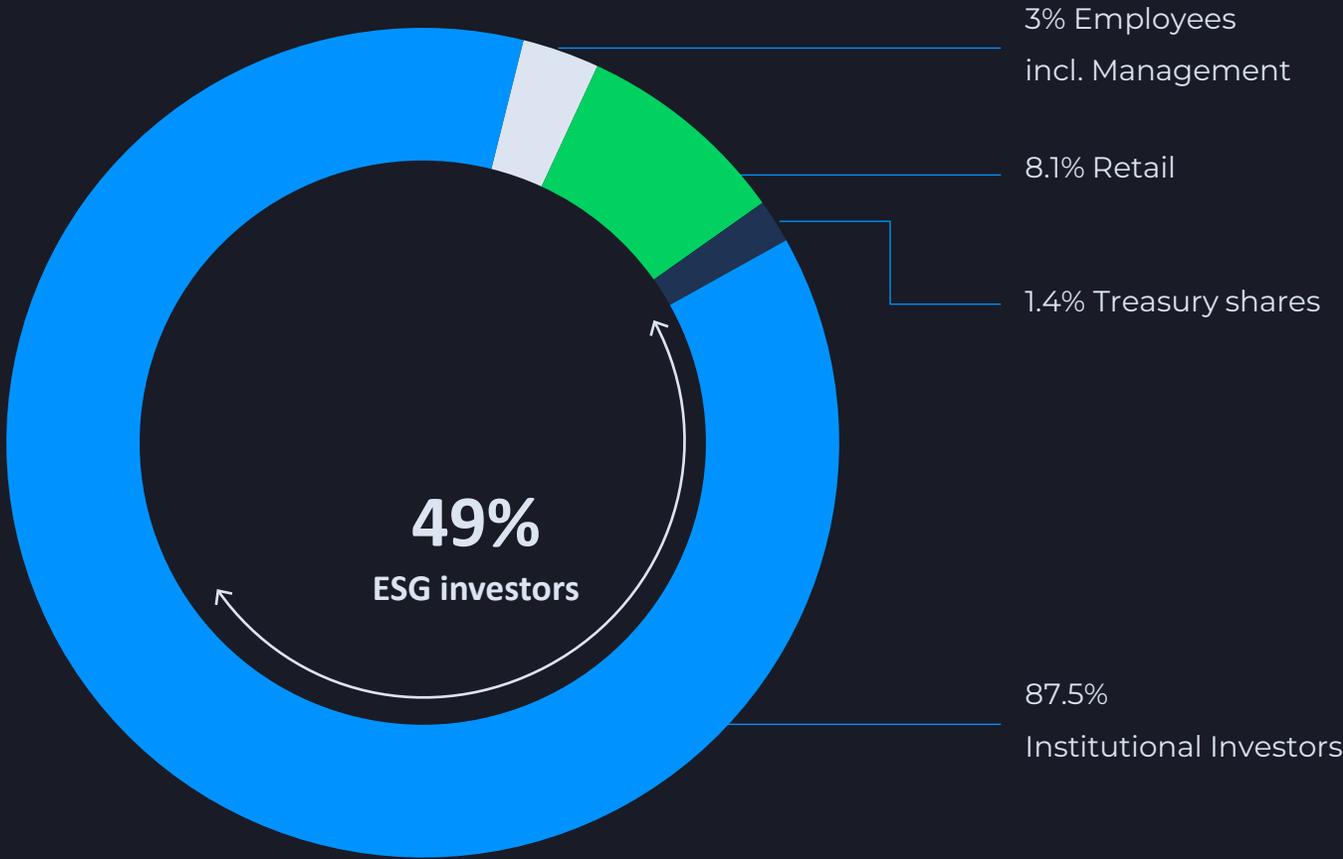


Our sustainability journey rooted in the past

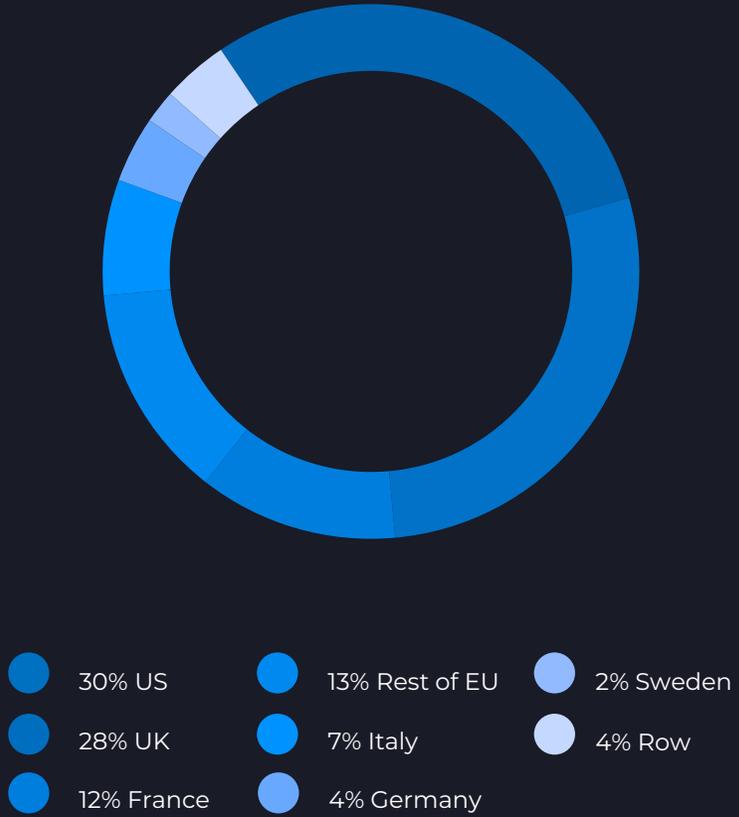


A truly public company, based on inclusion

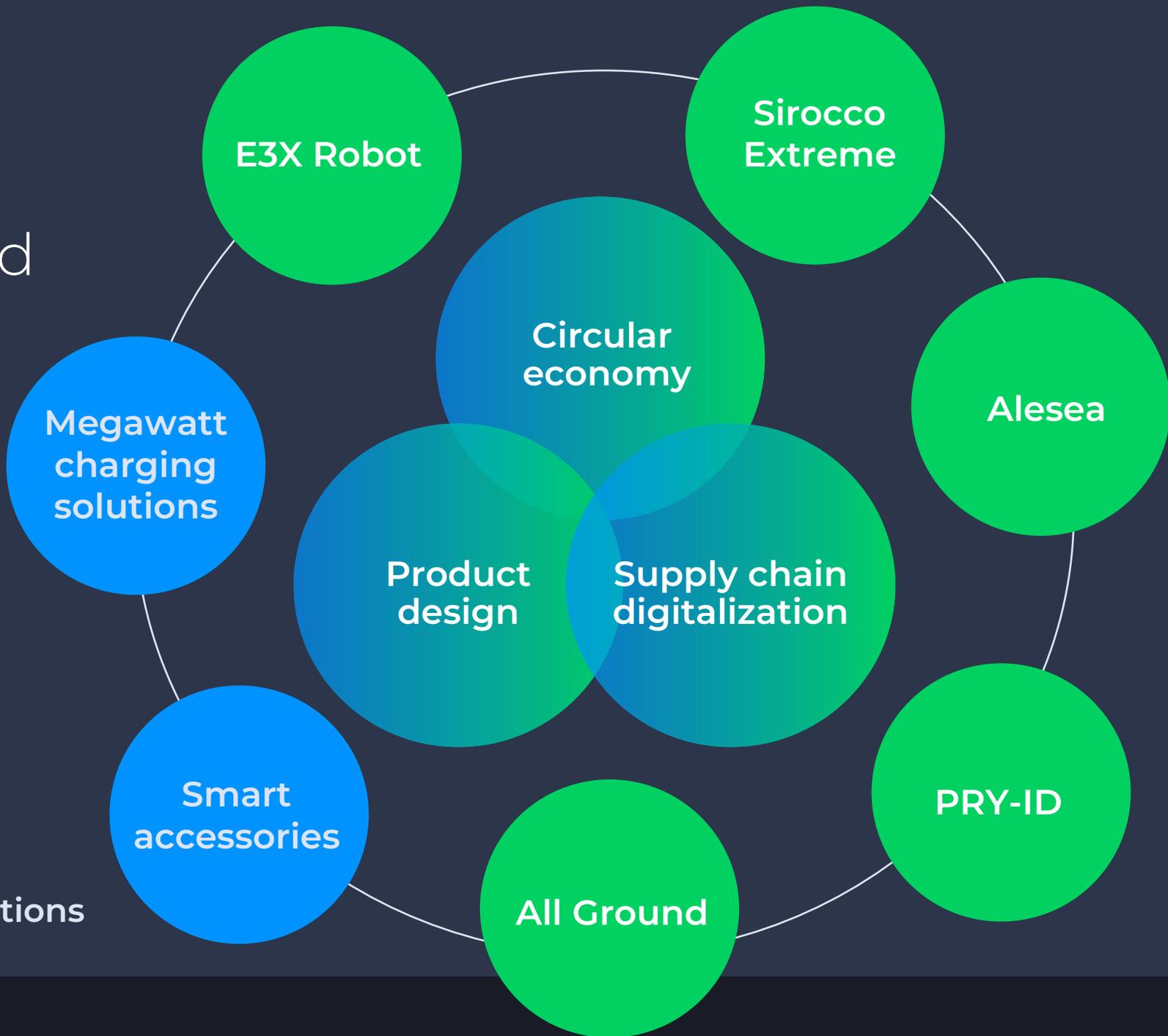
PRYSMIAN SHAREHOLDING STRUCTURE



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

35-37

Training hours for employee

+500

Women in STEM by 2027



Promoting talent within under-privileged communities



1,400+

Children

400+

Women and young girls



315 women and young girls in LATAM

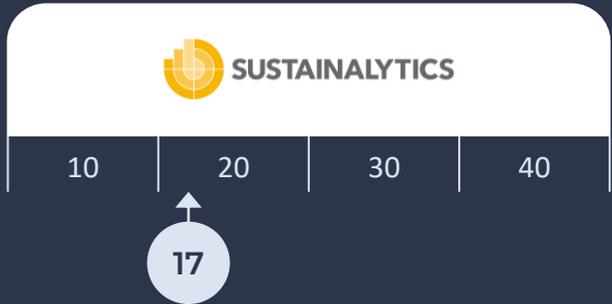
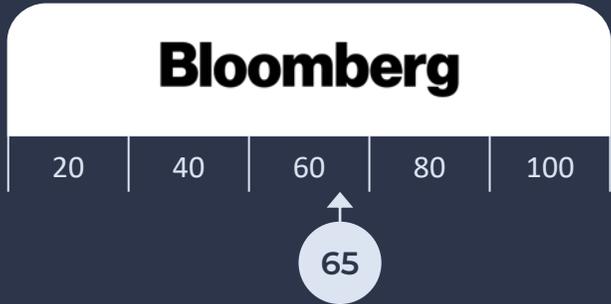


625 children in the Netherlands



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

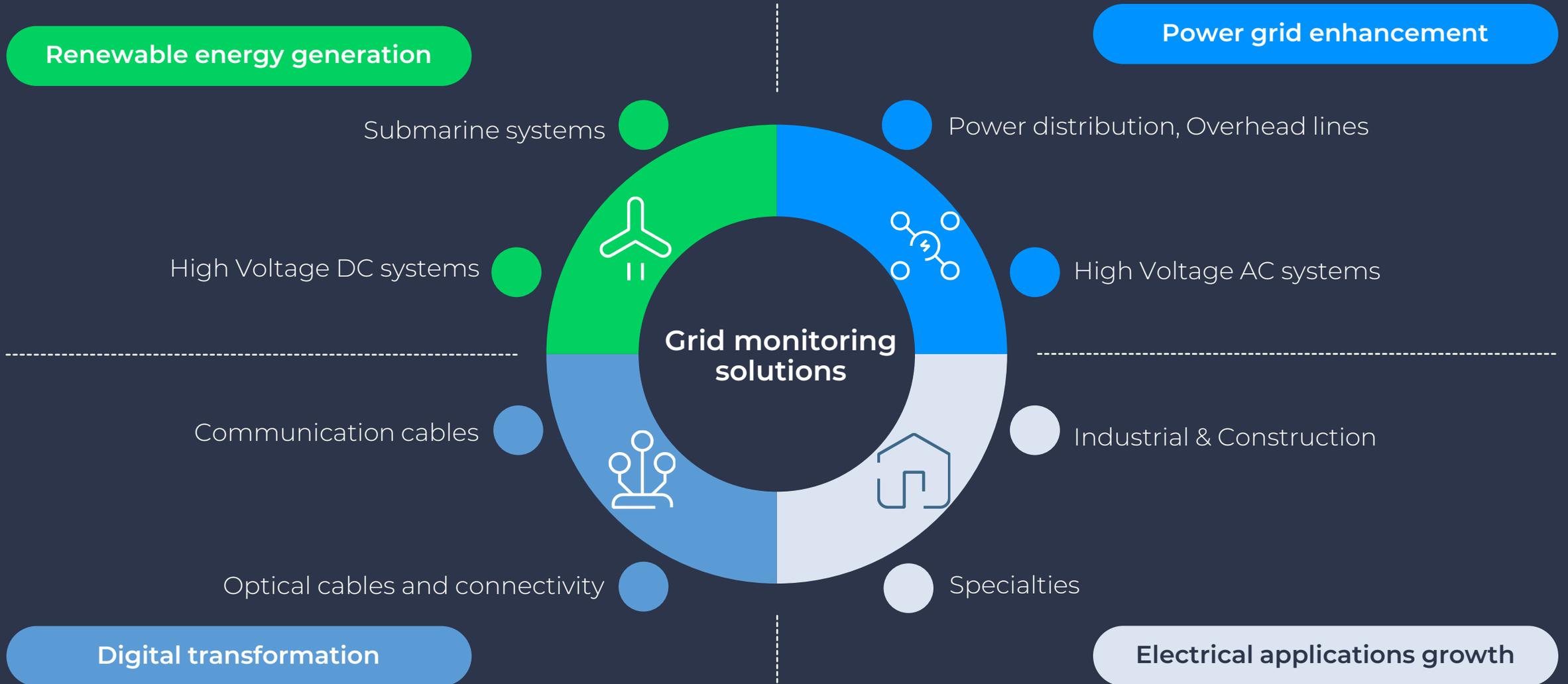
258
product families
launched in 2023

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

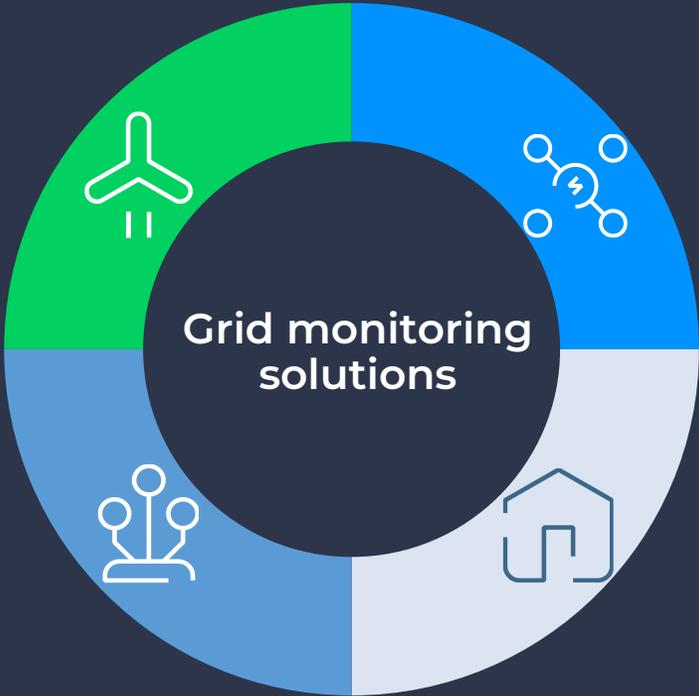
Electrical
applications growth

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



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