Linking energy and information to global growth
A journey that began two centuries ago

- **1879**: Prysmian Group's history has its roots in the history of the Pirelli Group. Società Cavi Pirelli was established in Italy as the cable division of the recently founded company.

- **1970**: The company was acquired by Phillips and became part of the Wire and Cable division.

- **1986**: The business became independent under the name of Draka, through a buyout financed by Parcom and Flint Beheer.

- **1987**: Start of a 20-year period of global acquisitions, which included Philips Optical Fibres and Alcatel.

- **2005**: Prysmian was founded in July 2005 through the acquisition of the energy and telecom cables and system activities of Pirelli.

- **2007**: Prysmian went public on the Milan stock exchange after the sale of 46% of the shares held by the Goldman Sachs Group.

- **2011**: The combination of the two market leading companies culminated in Prysmian Group.

- **2018**: General Cable was merged into Prysmian Group.

- **1910**: Draka was founded under the name of Hollandsche Draad & Kabel Fabriek.

- **1990**: The Company acquired the Carol Cable Company and the industry leading Carol® Brand cord, cordset and automotive product lines.

- **2005**: The Company acquired Silec, a leading energy and industrial business, and Helix/HITemp, a manufacturer of high-end enterprise network products.

- **2007**: The Company acquired NSW, an offshore submarine cable supplier and installer in Germany.

- **2016**: The Company acquired Stabiloy and NUAL aluminum building wire brands, acquired ProCables of Colombia, and acquired Prestolite Wire, serving predominately original equipment manufacturers (OEM) and distributors.

- **1927**: General Cable was originally incorporated in New Jersey bringing together several older companies founded in the 1800s.
Trust and transparency: Prysmian Group is a true public company

A listed company without a controlling shareholder, with **over 9,200 employees as investors**, managed on a transparent basis and leveraging its ability to gain and maintain the continued confidence of its stakeholders. Data and charts refer to Prysmian Group without General Cable perimeter.

**Ownership structure by main shareholders**

- **268.1 million shares**

- **69.5% Institutional Investors**
- **8.3% Retail**
- **1.9% Treasury shares**
- **20.3%* Other**

- **4.4% BlackRock, Inc.**
- **3.9% Clubtre S.p.A.**
- **3.2% T. Rowe Price Group, Inc.**
- **2.8% The Vanguard Group, Inc.**
- **2.5% Standard Life Aberdeen plc**
- **2.5% Crédit Agricole S.A.**
- **2.4% Sun Life Financial, Inc.**
- **2.0% State Street Corporation**
- **1.8% Karios Investment Management S.p.A.**
- **74.5% Other**

**Institutional investors by Geography**

- **28% US**
- **22% UK**
- **18% Italy**
- **10% France**
- **3% Norway**
- **2% Germany**
- **2% Switzerland**
- **10% Rest of Europe**
- **2% Japan**
- **2% Hong Kong / China**
- **1% Rest of World**

* Mainly includes shares held by non-institutional investors and shares with third-party custodians held for trading.
Relying on our strengths

Everyday we bring to life our purpose inspired by six core pillars

1. INNOVATION & SUSTAINABILITY
   Setting industry standards (P-Laser, FlexTube, Pry-Cam)
   Sustainability policies

2. FINANCIAL SOUNDNESS
   True public company
   Sound results
   Reliability

3. ETHICS & INTEGRITY
   Governance
   Ethical policies
   Compliance

4. OPERATIONAL EXCELLENCE & CUSTOMER INTIMACY
   Fast Forward project
   Customer proximity
   Global footprint

5. PEOPLE & TALENT
   People value
   Talent programs
   Employee experience
   Entrepreneurship
   Ownership

6. LEADERSHIP & PRESENCE
   Global track record
   Industry milestone projects
   Strong reputation
What is Prysmian Group made of?

Our values

With the merger with General Cable, Prysmian has further strengthened its leadership of the global cables and systems industry, assuming an even greater responsibility for managing energy and information flows that make economies grow and develop communities.

**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.
A truly Global Group

+50 COUNTRIES

112 PLANTS

25 R&D CENTERS

ABOUT 29,000 EMPLOYEES

OVER 11 BILLION ANNUAL SALES

(1) General Cable included in the period 1 January – 31 December
Sales breakdown by Geography¹

(1) General Cable included for the period 1 January – 31 December

* Europe, Middle East, Africa
Regional Focus

NORTH AMERICA
- 23 PLANTS
- 6 R&D CENTERS

LATAM
- 14 PLANTS
- 3 R&D CENTERS

EMEA
- 57 PLANTS
- 14 R&D CENTERS

APAC
- 18 PLANTS
- 2 R&D CENTERS
The widest cable technology offer worldwide

POWER GRIDS
HV&Submarine / Transmission / Distribution / Offshore
Wind Farms / Power From Shore / Asset Monitoring
Systems / Network Components / Installation
capabilities /Overhead

CONSTRUCTION & INFRASTRUCTURE
Power & Control / Multimedia / Railways

TELECOMS
Optical Fiber / Telecom Networks / Multimedia &
Enterprise / Networks / Submarine Telecom

TRANSPORTATION & MOBILITY
Elevator / Aerospace / Automotive / Trains & Trams / Marine

ELECTRONICS
PRY-CAM Asset Monitoring Solutions / Partial
Discharge Measurement / Diagnosis

INDUSTRIES
Military & Defense / Mining / Crane / Nuclear Plants /
Solar & Photovoltaics / Wind Turbines / Other Plants / Other Industries
Exploration & Production / Pipelines & LNG / Refineries & Petrochemical / Services
The highest installation capabilities

Cable Lay Vessels & Burial Equipment

Best-of-class vessels and equipment providing extended project versatility

Wide ranging track record and global experience

Deep water installation capability up to 2,000m
Shallow water and near shore installation solutions

In-house cable protection

- Heavy duty plough
- Vertical injector
- Jetting machines
- Hydroplow

Giulio Verne
Cable Enterprise
Ulisse
Our Business Strengths

Strong position in **high-tech sectors**

Advanced proprietary **technologies**

**Product** innovation

**Customer** proximity
Partner of the world’s key players

7.6% WORLDWIDE MARKET SHARE
(Source: CRU, April 2018)
Getting stronger. The merger with General Cable

Enhances Prysmian Group’s **worldwide leadership.**

Ensures extended **worldwide presence.**

Provides **wider product portfolio** and solutions.

Combines **management expertise** and **best practices** leveraging on human capital talents.

Increases capability to **exploit global trends.**

The merger with General Cable drives significant value creation for all stakeholders supported by Prysmian Group’s proven execution capabilities.
A new organization

• **Protect our business**
The new organization is designed to reflect our go-to-market strategy and combined product portfolio to prevent revenue loss

• **Keep a focus on value creation**
The combined structure is agile, flexible, and allows us to use capital efficiently and generate strong cash flow from operations

• **Foster accountability**
The new structure is simple and the model is easy to understand. This means clear accountability, with transparent monitoring of our progress towards business goals and expected results

• **Be sensitive to cultural differences**
We are aware of different national and company cultures. We are planning for a smooth, mutually beneficial blending of cultures
A flexible and efficient organization

The organisation chart reflects the organisational structure as from June 2019.

1 NORTH EUROPE: Denmark, Estonia, Finland, Norway, Russia, Sweden, the Netherlands.
2 SOUTH EUROPE: Belgium, France, Italy, Spain, Portugal, Tunisia, Ivory Coast and Angola.
3 CENTRAL EAST EUROPE: Austria, Czech Republic, Germany, Hungary, Poland, Romania, Slovakia.
4 NORTH AMERICA: Canada, USA.
5 LATAM: Argentina, Brazil, Chile, Mexico, Peru, Central America, Columbia, Ecuador.
6 OCSEA: Australia & New Zealand, Indonesia, Malaysia, Philippines, Singapore, Thailand, India.
Business Areas

- **BUSINESS AREA**
  - **ENERGY**
    - F. Fanciulli
  - **TELECOM**
    - P. Vanhille
  - **PROJECTS**
    - H. Ozmen

- **E&I**
  - R. Van Veen

- **OIL & GAS**
  - S. Malquori

- **INDUSTRIAL SPECIALTIES**
  - C. Biggiogera

- **CONNECTIVITY**
  - A. Bosch

- **TELECOM SOLUTIONS**
  - A. Bosch

- **HIGH VOLTAGE**
  - B. Sehovac

- **ELEVATORS**
  - S. Lloyd

- **AUTOMOTIVE**
  - G. Mazzantini

- **NETWORK COMPONENTS**
  - G. Imparato

- **ELECTRONICS**
  - R. Candela

- **MMS**
  - L. Roberts

- **OPGW & SPECIALS**
  - J. M. Macia

- **OPTICAL FIBER**
  - E. Stoltz

- **SUBMARINE**
  - R. Gil

- **POWER**
  - R. Gil

- **TELECOM**
  - A. Bhargava

- **OFFSHORE SPECIALTIES**
  - M. Tomassini
Our Corporate Purpose

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

General Cable joins Prysmian and Draka, operating as the Group’s third commercial brand.

While the Prysmian Group Corporate Brand embodies global leadership in the cable industry, the commercial brands champion customer proximity.

Our Corporate purpose represents a new way to approach the market: from a cable producer supplying to several industries, to a technology enabler making progress happen.
Thank you.