Linking the Sustainability future

Milan – July 1st, 2020
A journey that began two centuries ago

1879: The history of Prysmian Group begins with the Pirelli Group. Società Cavi Pirelli was founded in Italy as the Cables Division of the recently established Pirelli Company.

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

1927: General Cable was originally established in New Jersey (USA), incorporating several companies founded in the nineteenth century.

1970: The company was bought by Philips and became part of the Wire & Cable Division.

1990: Acquisition of Carol Cable Company and Carol® Brand line, including electrical cords, cords for connectors and industry-leading automotive products.

1998: Società Cavi Pirelli began a series of targeted acquisitions, incorporating activities in the power cable sectors of companies such as Siemens, BICC, Metal Manufacturers Ltd. and NKF.

2005: Acquisition of Silec, leader in the energy and industrial sectors, and He lobster, a manufacturer of high-end solutions for corporate networks.

2007: Prysmian was established following the acquisition of the Cables and Energy Systems and the Cables Telecom and Systems Businesses of Pirelli.

2008: Prysmian was listed on the Milan stock exchange, placing on the market 66% of the shares held by Goldman Sachs Group.

2011: The merger of the two market-leading companies led to the creation of the Prysmian Group.

2012: Acquisition of Stabilsy and Nual, two brands of aluminium construction cables and Colombian company Procables, plus Prestolite Wire, which mainly supplies OEMs and distributors.

2018: General Cable joined the Prysmian Group.
Worldwide leader in the cable industry

+50 COUNTRIES

106 PLANTS

25 R&D CENTERS

ABOUT 29,000 EMPLOYEES

OVER 11 BILLION ANNUAL SALES FY 2019

Prysmian Group
Linking the Future
Partner of the world’s key player
SALES BREAKDOWN BY BUSINESS

- Energy & Infrastructure: 46%
- Industrial & Network Components: 22%
- Other: 2%
- Telecom: 14%
- Projects: 16%
- Energy: 70%

Total: €11.5 Billion

SALES BREAKDOWN BY GEOGRAPHY

- North America: 30%
- Latam: 8%
- APAC: 8%
- EMEA: 54%
- Total: €11.5 Billion

Adj. EBITDA BY BUSINESS

- Energy & Infrastructure: 31%
- Industrial & Network Components: 19%
- Telecom: 27%
- Projects: 23%

Total: €1,007 Million

Adj. EBITDA MARGIN

- Projects: 12.4%
- Telecom: 16.6%
- Industrial & Network Components: 7.9%
- Energy & Infrastructure: 5.8%
- Total Group: 8.7%
Agenda

Prysmian Group at a Glance

Energy Transition

Sustainability in Prysmian Group

COVID-19

Appendix
Enabling the energy transition

The European commitment and how to get there

1. The European Target
   - Carbon neutrality, or having a net zero carbon footprint, refers to achieving net zero carbon dioxide emissions by balancing carbon emissions with carbon removal
   - Europe has not yet made this commitment

2. Full decarbonization of energy supply
   - 100% fossil-free energy sources with, most probably, a major share of renewables
   - Power to X: Green hydrogen, Green Methane for non-electrifiable

3. Society Electrification

4. Efficiency measures
   - Building, Industry and transportation consumption reduction through innovation and change of behaviour

How the electricity sector can contribute to the zero emission world

1. Renewables Integration
   - 450 GW of offshore wind are required by 2050 (now, 27 GW installed)
   - The integration of offshore wind (and, in general, of any renewable energy source) will require a much stronger overlay transmission network (supergrid)

2. Optimize current assets
   - Optimize the use of the current assets, through network digitalization.
   - Condition monitoring, dynamic rating.

3. Efficient Market
   - European Single Electricity Market

4. Island Interconnection
   - Europe has more than 300 islands with more than 50km²
Energy Transition | Offshore wind success story

Market evolution: the long term perspective

As the cost of offshore wind has declined, installations have soared

- Global installed capacity
- Offshore wind LCOE in Europe (€/MWh)

From GW installed to € million cable value

1. 1 GW of offshore wind requires:
   - Submarine Transmission cable (AC or DC)
   - Land Transmission Cable (AC or DC)
   - Interarray cables (MV 33 or 66kV)
   - Installation for all
   - Approx. value for all these items on average 300 € million per Gigawatt

2. Factors that increase cable market:
   - Distance from shore
   - German legislation

3. IEA estimate 1,3 trillion euro to be invested in Offshore Wind from 2020 to 2040, implying 250 billion euro in cabling in the same period

- Turbine
- Transmission & inter-array cabling
- Foundation
- Installation

Indicative shares of capital cost by component

Split based on historical figures and projecting the cost per GW

Prysmian a clear beneficiary and enabler of energy transition

Prysmian Market

Offshore wind: Global installed capacity (GW, navy bars) vs LCOE in Europe (€/MWh)
Source: Goldman Sachs Global Investment Research, IRENA
Energy Transition | Prysmian awarded approx. 50% of the overall German HV projects

**SuedOstLink**
1,100 km cable
5 lots
- Client: TenneT TSO GmbH
- Type of cable: 525 kV extruded
- Completion date: early 2026

**A-Nord**
1,280 km cable
4 lots
- Client: AMPRION GmbH
- Type of cable: 525 kV extruded
- Completion date: Q2 2028

**SuedLink**
2,750 km cable
4 lots
- Client: TenneT TSO GmbH & TransnetBW GmbH
- Type of cable: 525 kV extruded
- Completion date: 2H 2026

Overall Prysmian awarded more than 1.8 billion euro in German Corridors projects, confirming its leadership position

Prysmian awarded €500 million contract; ~50% of project

Prysmian awarded €500 million contract; 50% of project

Prysmian awarded €800 million contract; >40% of project
Innovating in a Rapidly Changing World | Enabling Energy Transition

<table>
<thead>
<tr>
<th>1</th>
<th>PUSHING BOUNDARIES OF UHVDC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry first to qualify both 525kV XLPE and P Laser solutions</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>GOING DEEPER INTO THE SEA WITH LONGER LENGTHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st high depth submarine cable with synthetic armor</td>
<td></td>
</tr>
<tr>
<td>Crete-Peloponnese under construction</td>
<td></td>
</tr>
<tr>
<td>Evia-Andros-Tinos already installed</td>
<td></td>
</tr>
<tr>
<td>Single core up to 3000 meters</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>MONITORING THE GRIDS WITH PRYSMIAN ELECTRONICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pry-Cam</td>
<td></td>
</tr>
<tr>
<td>Pry-Cam DTS (Distribute Temperature Sensor)</td>
<td></td>
</tr>
</tbody>
</table>

Leonardo da Vinci : the most advanced cable-laying vessel in the world

- With 171-metre, Leonardo da Vinci will consolidate the Group’s **leadership** and boost the capability of submarine cable operations
- 2 rotating platforms of 7,000 and 10,000 tons to ensure the **highest carousel capacity in the market**
- The capstan capacity of up to 100 tons is **double the industry average**.
- Bollard pull of about 200 tons has the **highest pulling/towing capacity** in its class
- Equipped to carry out the deepest power cable installations of up to **3,000 metres**
- All technical features can lead to a **reduced transportation time** from the factory to the site, **improving overall project efficiency**
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Sustainability in Prysmian Group

COVID-19

Appendix
Sustainability in Prysmian Group DNA | From Public company to People company

**PUBLIC COMPANY**

Constituted by a broad shareholder base and committed to ensure the highest international standards of governance: 67% of Board members are independent / 42% are women Integrity as corporate value expressed through several policies: Ethical code, anti-corruption policies, privacy & data protection, Helpline programme Sustainability Committee within the BoD to improve further sustainability of our business operations, company reputation, cooperation with stakeholders

**MANAGEMENT COMPANY**

Remuneration scheme linked to ESG parameters for all PG managers (Principal sustainability indices to which we belong, Gender diversity within management, the reduction of CO2 emissions and health and safety) Integrated management of sustainability risks Effective and efficient Corporate Governance system: achieve strategic objectives and create long-term sustainable value, comply with the legal and regulatory framework, efficient in terms of cost-effectiveness, fair towards all the Group’s stakeholders

**PEOPLE COMPANY**

Support and recognize workers’ abilities:
- 33% employees are long-term shareholders
- Management and employees own about 3.5% of company’s share capital
- Continuous, multi-disciplinary and specialist trainings provided to our employees
An inclusive approach to Sustainability

SUSTAINABILITY INDICES

Stakeholders expectations

Sustainability policy

Goals

Scorecard

Action plan

Priorities

External survey
Internal survey
Multi stakeholders event
Focus groups

Prysmian Group

UN SDGs

Sustainability materiality matrix

Sustainability materiality matrix

Prysmian most relevant goals

1. Climate change mitigation
2. Water management
3. Energy efficiency
4. Human rights
5. Diversity and equality
6. Sustainable communities
7. Efficient resource use
8. Responsible consumption and production
9. Decent work and economic growth
10. Responsible taxation
11. Responsible supply chain
12. Responsible consumption and production

UN SDGs

FTSE4Good

CDP

Standard
ethics

Dow Jones
Sustainability Indexes

Sustainability Indexes
Prysmian Group goals and priorities

Enable affordable energy and telecom innovation and infrastructure

• Develop innovative products and solutions that support the sustainable improvement of energy and telecom infrastructures
• Develop sales of high quality, reliable, affordable and “green” products and systems
• Contribute to make possible universal access to power and telecommunications by supporting affordable and reliable infrastructures
• Facilitate the access to clean energy, by providing solutions to renewable energy operators and by fostering the research on sustainable technologies

Pursuit responsible consumption of natural resources and sustainable supply chain

• Pursue efficient and sustainable use of energy and natural resources by reducing consumption and Green House Gas emissions, as well as minimizing waste generation and promoting reuse and recycling
• Promote sustainable business practices amongst suppliers and business partners

Contribute to people and communities development

• Participate and contribute to the socio-economic development of the communities where the Group operates by adopting a proper management of Corporate Citizenship and Philanthropy
• Promote ethical behaviour, protect labour rights and diversity, develop an healthy working environment, education and professional development for workers
• Develop effective, accountable and transparent communication to stakeholders
Priorities and objectives fully aligned with ESG indices

<table>
<thead>
<tr>
<th>INDEXES</th>
<th>DESCRIPTION</th>
<th>SCORE 2019</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dow Jones Sustainability Indexes</td>
<td>The DJSI is based on an analysis of Group economic, environmental and social performance.</td>
<td>84/100; Rank: 2nd (included)</td>
<td>79/100; Rank: 4th (not included)</td>
</tr>
<tr>
<td>CDP</td>
<td>The CDP is the most recognised NGO in the world for the assessment of transparency in disclosure by companies of climate change information.</td>
<td>B (World)</td>
<td>B (World)</td>
</tr>
<tr>
<td>Standard Ethics Italian Index</td>
<td>The Standard Ethics Italian Index is an open-free stock market index with a focus on governance and sustainability</td>
<td>EE+</td>
<td>EE+</td>
</tr>
<tr>
<td>FTSE4Good</td>
<td>The FTSE4Good Index series are equity indexes launched in 2001 by the FUSE Group to measure the performance of companies that demonstrate strong Environmental, Social and Governance (ESG) practices</td>
<td>3.9/5 E: 4.0/5; S: 4.3/5; G: 3.3/5</td>
<td>3.9/5 E: 3.7/5; S: 4.6/5; G: 3.3/5</td>
</tr>
<tr>
<td>STOXX</td>
<td>The STOXX ESG indices are a new group of indexes. Their ratings are based on specific environmental, social and governance performance indicators in addition to overall sustainability performance.</td>
<td>Included (STOXX Italy 45 ESG-X and STOXX Europe 600 ESG-X)</td>
<td>Not included</td>
</tr>
<tr>
<td>EcoVadis</td>
<td>EcoVadis is a platform that allows companies to monitor the sustainability performance of their suppliers through an assessment</td>
<td>73/100 (Gold)</td>
<td>N/A</td>
</tr>
<tr>
<td>Bloomberg</td>
<td>Bloomberg collects Environmental, Social and Governance data from corporate public communications. Bloomberg ESG Disclosure Scores evaluates companies on the basis of their disclosure of ESG data, in consideration of the relevant industries.</td>
<td>40.9/100</td>
<td>40.1/100</td>
</tr>
</tbody>
</table>
Focus on DJSI

Prysmian SpA Sustainability Performance Overview

<table>
<thead>
<tr>
<th>Rank</th>
<th>Y-o-Y</th>
<th>Company</th>
<th>Total Score Ranking in Electrical Components &amp; Equipment (ELQ)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0</td>
<td>Siemens AG</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>+2</td>
<td>Prysmian SpA</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>-1</td>
<td>Schneider Electric SE</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>+1</td>
<td>OSRAM Licht AG</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>-2</td>
<td>Legrand SA</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>+3</td>
<td>Havells India Ltd</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>-1</td>
<td>Fuji Electric Co Ltd</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>N/A</td>
<td>Voltanico Power Technology Corp</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>0</td>
<td>ABB Ltd</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>-2</td>
<td>Rockwell Automation Inc</td>
<td></td>
</tr>
</tbody>
</table>

DJSI Memberships
- The company became a member of DJSI World in 2019.

Overview
- Since 2016, Prysmian has logged steady gains in Total Score (76-79-79-84) and advanced against peers (81-89-82-94%). A new member of DJSI World this year, Prysmian’s 2019 Total Score gained its gap with the index (84 v 85). Against DJSI World, Prysmian outscored the index in the Economic Dimension (84 v 82), and nearly tied the index in the Environmental Dimension (82 v 83). In the Social Dimension, Prysmian lagged DJSI World by a four-point margin (78 v 82). Of the 21 criteria evaluated, the Italian cables manufacturer outperformed DJSI World in twelve. Prysmian bested the index by as much as 17 points in Customer Relationship Management (79 v 62), and lagged the index by the largest margin (-18) in Labor Practice Indicators.

Results for the Year 2016 apply the previous Media and Stakeholder Analysis (MSA) methodology, resulting in slightly higher scores across the industry. As of 2017 the new MSA methodology is applied.

SAM – Company Benchmarking Report for Prysmian SpA, February 2020
First Group Sustainability Policy signed by our CEO to strengthen company’s commitment in sustainability matters.

**SUSTAINABILITY VALUES AND VISION**
- Business integrity
- Product responsibility
- Social responsibility
- Environmental responsibility

**SUSTAINABILITY GOVERNANCE**
Role and responsibilities of:
- Sustainability Committee
- Sustainability Steering Committee
- Communication Dept

**FEBRUARY 2017**

**SUSTAINABILITY PRIORITIES AND GUIDELINES**
- Enable affordable energy and telecom innovation and infrastructure
- Pursuit responsible consumption of natural resources and sustainable supply chain
- Contribute to people and communities development
Fostering sustainable value

50% of the KPIs composing our sustainability scorecard are linked to remuneration systems (MBO and LTI)

<table>
<thead>
<tr>
<th>SDGs</th>
<th>KPI</th>
<th>BASELINE 2019</th>
<th>TARGET 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percentage of product families (cables) covered by carbon footprint</td>
<td>70%</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>Percentage of annual revenues Low carbon enabling products</td>
<td>48%</td>
<td>46% to 50%</td>
</tr>
<tr>
<td></td>
<td>Percentage reduction of Greenhouse Gas emissions (Scope 1 and 2)</td>
<td>889 ktCO2</td>
<td>-2% to -3%</td>
</tr>
<tr>
<td></td>
<td>Percentage reduction of energy consumption</td>
<td>9845 TJ</td>
<td>-3%</td>
</tr>
<tr>
<td></td>
<td>Percentage of total waste recycled</td>
<td>63%</td>
<td>64% to 66%</td>
</tr>
<tr>
<td></td>
<td>Percentage of drums (tons) reused annually</td>
<td>28%</td>
<td>Maintain</td>
</tr>
<tr>
<td></td>
<td>Number of sustainability audits conducted based on supply chain sustainability risk</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Percentage production sites with ISO 14001 certification</td>
<td>83%</td>
<td>95%</td>
</tr>
<tr>
<td></td>
<td>Percentage of cables assessed in line with Prysmian Internal Ecolabel criteria</td>
<td>0%</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Employee Engagement Index (EI) Leadership Impact Index (LI)</td>
<td>EI: 65%</td>
<td>EI: 67% to 70%</td>
</tr>
<tr>
<td></td>
<td>Percentage of women in executive positions</td>
<td>12%</td>
<td>14% to 10%</td>
</tr>
<tr>
<td></td>
<td>Frequency rate of injuries</td>
<td>IF: 1.30</td>
<td>IF: 1.2</td>
</tr>
<tr>
<td></td>
<td>Severity rate of injuries</td>
<td>Ig: 41.54</td>
<td>Ig: 41.5</td>
</tr>
<tr>
<td></td>
<td>Percentage of white collar women hired on a permanent basis</td>
<td>33%</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>Average hours of training per year per employee</td>
<td>26 hours</td>
<td>30 hours</td>
</tr>
</tbody>
</table>

MBO – Annual incentive scheme
LTI – Long-term incentive scheme
Annual and long-term incentives for management worldwide are linked to ESG targets.

10%-15% of the management annual incentive (MBO)

20%-30% of the management long-term incentive (LTI) are linked to the achievement of sustainability targets.

ESG targets linked to MBO:
- Frequency rate of injuries: 1.28 - 1.23
- % production sites with ISO 14001 certification: 85% - 87%
- % of desk workers women hired: 33% - 35%
- Assessment of positioning in indexes

ESG targets linked to LTI:

<table>
<thead>
<tr>
<th>% of waste recycled</th>
<th>% reduction of GHG emissions</th>
<th>% of women executives</th>
<th>Leadership Impact Index %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Result</td>
<td>Points</td>
<td>Result</td>
<td>Points</td>
</tr>
<tr>
<td>Threshold</td>
<td>64%</td>
<td>-2%</td>
<td>50</td>
</tr>
<tr>
<td>Maximum</td>
<td>66%</td>
<td>-3%</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td></td>
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</tbody>
</table>
Drivers for change

- **Simplification** and **alignment** with market best practices
- **Sustainability** of performance over time
- **Greater participation** in long term value creation
- **Retention** lever for our key people

**Global reach**

- ≈ 800 key resources

**Gender balance**

- ≈20% women among participants
- vs 16% women in former LTIP
- vs 12% female executives today

**Gender balance**

- ≈20% women among participants
- vs 16% women in former LTIP
- vs 12% female executives today
Focus on the Business dimension of ESG

**PERCENTAGE OF PRODUCT FAMILIES (CABLES) COVERED BY CARBON FOOTPRINT CALCULATION**
- "Common Analysis" development: platform able to calculate the carbon footprint of different type of cables.

**PERCENTAGE OF RECYCLABLE PRODUCTION MATERIALS PURCHASED ANNUALLY SUPPORTING CIRCULAR ECONOMY**
- Increase the use of recyclable materials (i.e. Polypropylene) and reducing the cross linkable material (i.e. XLPE).

**PERCENTAGE OF ANNUAL REVENUES FROM PRODUCTS CONSIDERED AS "LOW CARBON PRODUCTS"**
- High Voltage: Submarine (Wind Offshore, HVDC, HVAC) and underground
- Optical Fibres
- Renewables (wind onshore and solar OEMs)
- MMS cable
Focus on the Environmental dimension of ESG

PERCENTAGE REDUCTION OF GREENHOUSE GAS EMISSIONS (SCOPE 1 AND 2 LOCATION BASED)
Emission intensity index (Power Cables; Telecom Cables; Optical Fibre)
Linking with Remuneration Policy

PERCENTAGE REDUCTION OF ENERGY CONSUMPTION
Energy intensity index (Power Cables; Telecom Cables; Optical Fibre)
- 19 new energy diagnoses in the operating units
- Energy Efficiency Action Plan at Group level
- Extension of the Metering systems to monitor consumption
- "Relamping with LED" project
- 83% of Prysmian Group production plant certificated ISO 14001
- Health, safety and environment policy

PERCENTAGE OF TOTAL WASTE RECYCLED
- Projects to increase internal recycling of plastic waste
- Monitoring of external recycling practices performance
- Staff trained on materials’ use and correct waste separation

PERCENTAGE OF DRUMS REUSED ANNUALLY
- Reverse Logistics
- Lagging solutions that reduce the recourse made to quality materials, while continuing to use recyclable materials.
- Alesea solution

PERCENTAGE OF TOTAL SPENDING COVERED BY AN EVALUATION OF SUSTAINABILITY PRACTICES
- Supplier self assessment
- Desk analysis on Group strategic suppliers
- Risk analysis to identify most critical suppliers
- Prysmian Group Code of Conduct

NUMBER OF SUSTAINABILITY AUDITS CONDUCTED BASED ON SUPPLY CHAIN SUSTAINABILITY RISK
- Audit on sustainability areas (governance, environmental and social) on critical suppliers
- Code of Business Conduct
Focus on the Social dimension of ESG

Engaging our people

Employee Engagement Index (EI)
Leadership Impact Index (LI)

Key facts
Engagement measured via third party survey covering entire workforce; 2 out of 3 of our employees are engaged and willing to walk the extra mile. Action plans in all regions and across businesses to tackle improvement on 3 main areas: Feedback culture, Development and Work life balance.

Fostering diversity and inclusion

Percentage of women in executive positions
Percentage of white collar women hired on a permanent basis

Key facts
Global Diversity Recruiting Policy also to ensure gender balance in hiring; Women in Leadership Program as a training for our talented female employees to boost their development; Global Maternity Policy to avoid discriminatory and inappropriate behaviors towards new mothers; Local initiatives to promote gender balance and inclusion through mentoring programs for women, awareness training on unconscious bias and concrete actions to support female caregivers.

Nurturing and developing talent

Average hours of training per year per employee

Key facts
Training through the Corporate Academy involving all the employees across the globe and local trainings for non desk workers to ensure pipeline for the future at each level. Also the people & potential process (P4) helps to boost our talent bench.
Prysmian Group Academy at a glance

4 Centers of excellence at global level
- Milan: Business and Professional schools
- Mudanya: Manufacturing Academy
- Lexington & Indianapolis: R&D Academy
- Cebu: Diversity & Inclusion Academy

11 Professional training areas
6 Business training areas
For High performers and Talents

1 Digital training catalogue accessible to 7000 employees worldwide

150 Internal Lecturers of our Professional Faculty

Global partnership with 12 International Business Schools and Universities worldwide
(e.g. Bocconi, Harvard; MIT, SMU)

More than 70 courses offered to our employees
Speak Up survey: Results and Action plan

Response rate

Response rate desk workers (white collars)
- 24% responded
- 76% did not respond

Response rate non-desk workers (blue collars)
- 36% responded
- 64% did not respond

Total response rate
- 33% responded
- 67% did not respond

Engagement index

<table>
<thead>
<tr>
<th>Non Desk Workers</th>
<th>Desk Workers</th>
<th>Total Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENGAGEMENT INDEX</td>
<td>YES</td>
<td>7019</td>
</tr>
<tr>
<td>LEADERSHIP IMPACT INDEX</td>
<td>YES</td>
<td>6019</td>
</tr>
</tbody>
</table>

The methodology for the calculation of the two indices is as follows:
1. Calculation of the engagement/leadership impact index: each respondent is asked to answer the question “I feel engaged/leadership impact” and respondents who respond “do not agree” or “agree” are assigned a score of 0 or 100, respectively.
2. Count of the number of respondents who responded “engagement/leadership impact” index.
3. Computation of the index - i.e., the sum of respondents with “engagement/leadership impact” index above or equal to 60 over the total number of respondents.
4. Not or no answer is considered as 0.

Action Plan at a glance

2 key and concrete actions identified by plant across the globe

- Rules and guidance on **how to manage meetings**
- Mentoring programme to be launched at global level
- New Home working policy

Action plan on the 3 Key developmental areas identified at Regional, BU and Local level

Empowering our people’s growth and career development is key for your success and the success of our Company.

Within the Academy, our employees have the opportunity to join unique, qualitative and tailored training programs in partnership with international Business and Technical school.

Our Digital Academy has a worldwide scope and ensures learning opportunities for all our employees all around the world!

Today our global training catalogue builds on three pillars:
In addition to the initiatives of the global Academy at central level, local People Development teams pursue remarkable initiatives focused on local training needs. This includes also a special trainings for Non Desk Workers training mainly focused on technical skills crucial for the everyday job and soft skills to ensure opportunity to grow.

This is a huge step to draw on and develop the expertise of each employee, thereby contributing to future growth and the maintenance of our global leadership position.
The Business School is structured along a **valuable portfolio of trainings**.

All the training initiatives leverage on **top Professors across the globe, best Business Schools and Universities**.

**Today, the Business School catalogue has 6 training programs.**

Each program is built on **Prysmian Group culture and values** and refers to specific pools of **individuals** that meet **performance, potential and Prysmian tenure criteria**.
The Professional School is focused on the improvement of technical skills and guides participants through immersive, insightful learning experiences and on-the-job activities.

The school builds on the strong expertise of our senior leaders, able to combine passion, knowledge and expertise.

Today, the Professional School consists of 11 Academies.

Professional trainings are an opportunity to refresh and improve our people’s background and skills, developing valuable competences with a real impact on business.
The Digital School ensures that every **Prysmian employee** has the opportunity to be part of our Academy, giving them the **freedom to choose what to learn with the flexibility to decide when and how to learn.**

**In one click,** employees get into a comprehensive catalogue of e-learnings on **leadership and professional topics,** gaining **new skills** and enriching professional capabilities.
Managers are in charge of the Development plan of the talents. An external assessment can also be used to boost the development.

Every 2/3 years an external assessment is organized for the Top managers roles to ensure a proper succession plan for key positions.

Managers rate the Potential based on the 3 indicators:
- Learning agility,
- Leadership of change,
- Motivation.

18+ Regional/BU Talent Committees:
- discuss and confirm the Talents
- prepare succession plans for their perimeter.

The Group Talent Committee:
- Validates the list of Talents
- Validates succession plans, following the 3 level of readiness.

Managers communicate the P4 results to the Talents identified and define a customized development plan for their career growth.

Assessment for a specific target of P4.

Employees with a consistent very good performance evaluation for 2 years in a row are eligible for our Potential Scouting.
Global Diversity Recruitment Policy

PURPOSES

1. To reinforce the recruiting process by providing a standardized methodology, that will ensure equal opportunities in every step of selection.

2. To establish specific guidelines for recruitment. Each recruiting action can create a more diverse organization.

3. To ensure that our marketing and advertising materials, job postings, website and annual report adhere to our Diversity & Inclusion Policy principles and relevant employment legislation.

4. To improve internal and external branding to attract and retain talent, diversify our employee population and expand our talent pool.

• Embracing diversity in all forms
• Recognizing equal opportunities and equal dignity to all types of diversity.
• Having meritocracy as main pillar
• The stakeholders are Line Managers, Hiring Managers, HR Corporate and HR Regional/Local, as well as external recruiting partners
• Reaching a good gender balance at all recruitment stages
• Training recruiters on the value of a diverse workforce and leveraging on a diversified mix of interviewers.

TURN OFF YOUR BIAS: INTERNAL COMMUNICATION CAMPAIGN

How to recognize unconscious bias and avoid them. Watch the videos.

AVAILABLE IN 8 LANGUAGES
Women in Leadership Program

**WHAT**: a program to provide tools and instruments to boost female participants career in Prysmian and create the pipeline

**WHO**: Prysmian women (Middle Managers & Executives)

**WHERE**: SDA Bocconi School of Management

---

### Structure of the Program

<table>
<thead>
<tr>
<th>WEEK 1</th>
<th>DAY 1</th>
<th>DAY2</th>
<th>DAY3</th>
<th>DAY4</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-WORK</td>
<td>ACTING STRATEGICALLY WITHIN A CHANGING ORGANIZATION</td>
<td>LEADING TRANSFORMATION</td>
<td>RECOGNIZING AND DEVELOPING A POWER BASE</td>
<td>A ROADMAP TO PERFORMANCE + COUNSELING ON GROUP PROJECTS</td>
</tr>
<tr>
<td>Paola Dubini</td>
<td>Bettina Gehrke</td>
<td>Fabrizio Castellucci</td>
<td>Paola Dubini Giovanni Tomasi Markus Venzin</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WEEK 2</th>
<th>PROJECT</th>
<th>DAY 1</th>
<th>DAY2</th>
<th>DAY3</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROJECT</td>
<td>EFFECTIVE COMMUNICATION</td>
<td>EFFECTIVE COMMUNICATION</td>
<td>PROJECT PRESENTATION</td>
<td></td>
</tr>
<tr>
<td>Rossano Gagliardi</td>
<td>Rossano Gagliardi</td>
<td>Paola Dubini Giovanni Tomasi Markus Venzin</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Prysmian Group is strongly committed to Diversity & Inclusion and aims at creating tools and conditions that allow all the employees to better manage their unique life and work. Prysmian Group also recognizes the high value of parenthood for the personal and professional development of its people.

This Global Maternity Policy promotes practices that can help new mothers, biological and adoptive, to:
- have a healthy start in the life of their children or during the very first months after an adoptive child becomes part of their family;
- preserve their well-being and ensure a smooth and successful transition back to work.

1. Compliance with local legislation and alignment with the local agreements with employees and work councils.
2. Protection against discriminatory and inappropriate behaviors towards new mothers;
3. Gender equality
4. Treatment of all female employees across the globe with fairness and caring.

The Global Policy goes live on May 20, 2020. Countries must integrate the Policy into local policy documentation, thus making it effective and operative at the local level by December 31, 2021. Countries will have the freedom to offer more generous solutions wherever appropriate and when allowed by local regulations. No retroactive action is allowed.

12 weeks of full paid maternity leave for both birth biological mothers and legally adoptive mothers

Support & back-to-work program as actions that can ensure a smooth re-integration process into the workplace for the new mothers (to be defined at Country level)
Local initiatives for gender balance & inclusion

Supporting the development of our female employees

MENTORING PROGRAM IN NORTH EU REGION

7 Young talented women involved as Mentees with female and male Executives as Mentors

Caring of Prysmian women in their role of caregivers

Day care projects in progress at Milan HQ, Heighland Heights HQ and Slatina plant

Flexible time & Remote working for new mothers

Lactation rooms and Parents rooms

Being committed to create an inclusive work environment

Trainings & workshops on Unconscious Bias and on How to manage diversity at workplace
Focus on stakeholders engagement and reporting: the scenario

Increased sensitivity and engagement of PEOPLE & COMMUNITY to sustainability issues

Increased attention on ESG matters by FINANCIAL INVESTORS

Increased MARKET OPPORTUNITIES: green products, energy transition and digitalization

Complex MACRO-ECONOMIC & BUSINESS SCENARIO: tough market conditions (also due to COVID-19)

Increasing requirements by REGULATORY BODIES AND FRAMES in relation to ESG factors

EMPLOYEES AND TALENTED MILLENNIAL increased expectations
Agenda

- Prysmian Group at a Glance
- Energy Transition
- Sustainability in Prysmian Group
- COVID-19
- Appendix
Protecting Value and Improving resilience in a challenging environment

Prysmian has implemented the highest Safety and Monitoring standard and Mitigation Actions to manage and control the development of COVID-19

Safeguard employees:
- Preserving permanent employment
- Quick implementation of extraordinary and specific sanitary and hygienic procedures across all sites
- As of today, 42 employees tested positive out of 29,000 total
- Remote working fully enabled 2/3 weeks prior to country lockdown
- Supplying 600,000 masks to factories each month
- Trainge antibody tests wherever possible

Support operations:
- Responsive Supply Chain Management with daily tracking of operations
- Strong focus on customers support
- Top 150 suppliers daily monitor

Preserve profitability and cash flow:
- G&A cost containment (-40% on travel; -5/-10% on other fixed costs)
- Employee measures (HC freeze, salary freeze, travel ban, usage of vacation)
- Temporary lay-off and government furlough
- Rigorous working capital management
- Cutting and postponing Capex

Supporting local communities:
- Donations of cables for the construction of Covid-19 hospitals in Italy, China, UK, Brazil
- Donations of protective equipment and medical materials to hospitals in Spain, France, Australia, Romania, Hungary, USA
- Donations by the company and employees to support hospitals and communities
Agenda

Prysmian Group at a Glance

Energy Transition

Sustainability in Prysmian Group

COVID-19

Appendix
First quarter 2020 financial results
## Financial Highlights | Euro Millions, % on Sales

### Sales (3)

<table>
<thead>
<tr>
<th></th>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>2,771</td>
<td>2,587</td>
</tr>
</tbody>
</table>

-5.4%*  

* Organic growth

### Adjusted EBITDA (1)

<table>
<thead>
<tr>
<th></th>
<th>Q1 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted EBITDA</td>
<td>231</td>
<td>197</td>
</tr>
<tr>
<td>% on annualized last quarter sales</td>
<td>8.3%</td>
<td>7.6%</td>
</tr>
</tbody>
</table>

### Reported Operative Net Working Capital (2)(3)

<table>
<thead>
<tr>
<th></th>
<th>DEC-19</th>
<th>MAR-19</th>
<th>MAR-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report</td>
<td>749</td>
<td>1,361</td>
<td>1,183</td>
</tr>
<tr>
<td>% on annualized last quarter sales</td>
<td>6.5%</td>
<td>12.3%</td>
<td>11.4%</td>
</tr>
</tbody>
</table>

### Reported Net Financial Debt

<table>
<thead>
<tr>
<th></th>
<th>DEC-19</th>
<th>MAR-19</th>
<th>MAR-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report</td>
<td>2,140</td>
<td>2,900</td>
<td>2,606</td>
</tr>
</tbody>
</table>

(1) Adjusted excluding restructuring, non-operating income/expenses and non-recurring income / expenses;
(2) Defined as NWC excluding derivatives; % on annualized last quarter sales;
(3) The Q1 2019 figures have been restated due to definition of the purchase price allocation for General Cable, conducted in accordance with the procedures and timing established by IFRS 3 - Business Combinations
<table>
<thead>
<tr>
<th>Projects</th>
<th>Energy</th>
<th>Telecom</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>347</td>
<td>1,888</td>
<td>352</td>
<td>2,587</td>
</tr>
<tr>
<td>-5.5%</td>
<td>-2.4%</td>
<td>-19.0%</td>
<td>-5.4%</td>
</tr>
</tbody>
</table>

### HIGHLIGHTS

**Projects**
- Organic decline mainly driven by Surf and Submarine Telecom
- COVID constraints expected to affect production output and HV installation mainly in Q2
- Solid tendering activity ongoing

**Energy**
- Organic decline mainly driven by T&I, in South Europe and LATAM, partially offset by PD (North America) and Overhead Lines
- Improved profitability in PD driven by North America, offset by the decline in T&I strongly impacted by COVID

**Industrial & NWC**
- Improved profitability, with mixed trend across businesses and regions
- Resilient OEM and still unaffected Automotive in Q1

**Telecom**
- Material drop as expected, due to lower volume and price pressure, partially offset by cost efficiency
- Sharp drop of YOFC Q1 results due to COVID-19 impact

**Sales**
- Q1 2019: 231
- Q1 2020: 197

**Adj. Ebitda**
- Q1 2019: 8.3%
- Q1 2020: 7.6%
E&I Trading update | Monthly Volume Evolution

baseline: Jan 2019
E&I excluding Overhead Lines.
### Sales & Adj. EBITDA by Geography

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales (Euro Millions)</th>
<th>Adj. EBITDA (Euro Millions)</th>
<th>Sales % on Sales</th>
<th>Adj. EBITDA % on Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMEA</strong></td>
<td>1,375</td>
<td>109</td>
<td>-6.1%</td>
<td>-7.4%</td>
</tr>
<tr>
<td></td>
<td>85</td>
<td>97</td>
<td>+3.6%</td>
<td>+3.3%</td>
</tr>
<tr>
<td><strong>NORTH AMERICA</strong></td>
<td>864</td>
<td>85</td>
<td>+3.6%</td>
<td>+3.3%</td>
</tr>
<tr>
<td><strong>LATIN AMERICA</strong></td>
<td>180</td>
<td>14</td>
<td>-14.6%</td>
<td>-13.4%</td>
</tr>
<tr>
<td><strong>ASIA PACIFIC</strong></td>
<td>168</td>
<td>15</td>
<td>-24.9%</td>
<td>-20.5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2,587</td>
<td>197</td>
<td>-5.4%</td>
<td>-5.4%</td>
</tr>
</tbody>
</table>

**HIGHLIGHTS**

- **EMEA**: Weak performance mainly driven by South Europe and the UK. Telecom and E&I are the weakest businesses.
- **NORTH AMERICA**: Strong growth driven by Energy, in particular PD (driven by wind projects) and Industrial.
- **LATIN AMERICA**: Weak performance due to T&I and Telecom.
- **ASIA PACIFIC**: Q1 COVID impact in China affecting volume and results especially YOFC.
- Slowdown of PD and HV business in Indonesia.

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*Prysmian Group*  
*Linking the Future*
### Cash Flow | Euro Millions

#### Net debt evolution LTM

#### +538 €M Free Cash Flow

<table>
<thead>
<tr>
<th>31-Mar-19</th>
<th>Cash flow operations (before WC changes)</th>
<th>WC changes</th>
<th>WL impact</th>
<th>Restruct &amp; integration</th>
<th>Net Operative Capex</th>
<th>Financial Charges</th>
<th>Paid income taxes</th>
<th>Dividend received</th>
<th>Dividend paid</th>
<th>IFRS 16</th>
<th>Other</th>
<th>31-Mar-20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(959)</td>
<td>(228)</td>
<td>95</td>
<td>102</td>
<td>264</td>
<td>91</td>
<td>107</td>
<td>(10)</td>
<td>114</td>
<td>64</td>
<td>66</td>
<td>2,606</td>
</tr>
<tr>
<td></td>
<td>2,900</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
COMFORTABLE LIQUIDITY POSITION:

- Cash on balance at March end in excess of 600 €M plus 1 €Bn of committed Revolving Credit Facility fully unutilized and 400 €M of uncommitted credit lines
- Average debt maturity of 3.1 years with no refinancing needs before 2022

NET DEBT STRUCTURE

<table>
<thead>
<tr>
<th>Description</th>
<th>31 March 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term financial payables</td>
<td>2,917</td>
</tr>
<tr>
<td>Short-term finance payables</td>
<td>214</td>
</tr>
<tr>
<td>Financial leases as per IFRS 16</td>
<td>155</td>
</tr>
<tr>
<td>Total financial liabilities</td>
<td>3,286</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>(632)</td>
</tr>
<tr>
<td>Other financial assets</td>
<td>(48)</td>
</tr>
<tr>
<td>Total Financing and Equity</td>
<td>(680)</td>
</tr>
<tr>
<td>Net financial debt</td>
<td>2,606</td>
</tr>
</tbody>
</table>

FINANCIAL DEBT MATURITY PROFILE

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>100</td>
</tr>
<tr>
<td>2021</td>
<td>17</td>
</tr>
<tr>
<td>2022</td>
<td>500</td>
</tr>
<tr>
<td>2023</td>
<td>200</td>
</tr>
<tr>
<td>2024</td>
<td>RCF 1,000</td>
</tr>
</tbody>
</table>

(1) excluding 133 €M of debt held by local affiliated, 155 €M coming from IFRS 16
(2) amortization period from 2020 to 2021
2019 sales breakdown by Business and Geography
Projects | 2019 sales breakdown

SALES BREAKDOWN BY BUSINESS

- Submarine Energy: 58%
- High Voltage: 36%
- Offshore specialities: 3%
- Submarine TLC: 3%

€1.8 Billion

SALES BREAKDOWN BY GEOGRAPHY

- EMEA: 86%
- North America: 5%
- LatAm: 3%
- APAC: 6%

€1.8 Billion
SALES BREAKDOWN BY BUSINESS

- Power Distribution: 34%
- Overhead: 4%

SALES BREAKDOWN BY GEOGRAPHY

- EMEA: 50%
- North America: 34%
- APAC: 6%
- LatAm: 10%

Trade & Installers: 62%

€5.3 Billion
Industrial & Network Components | 2019 sales breakdown

**SALES BREAKDOWN BY BUSINESS**

- Core Oil & Gas products: 12%
- Specialties, OEM & Renewables: 39%
- Automotive: 22%
- Elevators: 10%
- Other Industrial: 11%
- Network Components: 6%
- Other: 11%

**SALES BREAKDOWN BY GEOGRAPHY**

- EMEA: 38%
- North America: 39%
- APAC: 16%
- LatAm: 7%

€2.5 Billion
Telecom | 2019 sales breakdown

SALES BREAKDOWN BY BUSINESS

- MMS: 28%
- Fiber: 6%
- Telecom Solutions: 66%

SALES BREAKDOWN BY GEOGRAPHY

- EMEA: 55%
- North America: 29%
- LatAm: 9%
- APAC: 7%

€1.6 Billion
Disclaimer

• The managers responsible for preparing the company's financial reports, A.Brunetti and C.Soprano, declare, pursuant to paragraph 2 of Article 154-bis of the Consolidated Financial Act, that the accounting information contained in this presentation corresponds to the results documented in the books, accounting and other records of the company.

• Certain information included in this document is forward looking and is subject to important risks and uncertainties that could cause actual results to differ materially. The Company's businesses include its Projects, Energy and Telecom Operating Segments, and its outlook is predominantly based on its interpretation of what it considers to be the key economic factors affecting these businesses.

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• In addition to the standard financial reporting formats and indicators required under IFRS, this document contains a number of reclassified tables and alternative performance indicators. The purpose is to help users better evaluate the Group's economic and financial performance. However, these tables and indicators should not be treated as a substitute for the standard ones required by IFRS.
Thank you

prysmiangroup.com