



CONNECT TO LEAD

FY 2023 Integrated Results



29.02.2024

AGENDA



2023 Highlights & Group Overview



VALERIO BATTISTA
CEO

2023 KEY HIGHLIGHTS



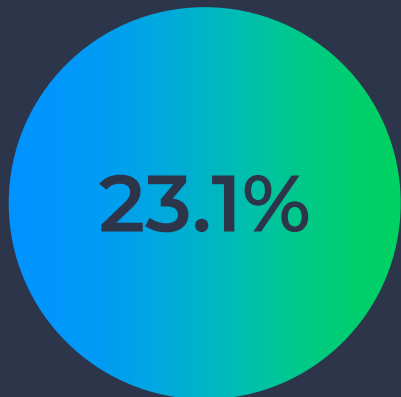
Adj. EBITDA



Group Net Profit



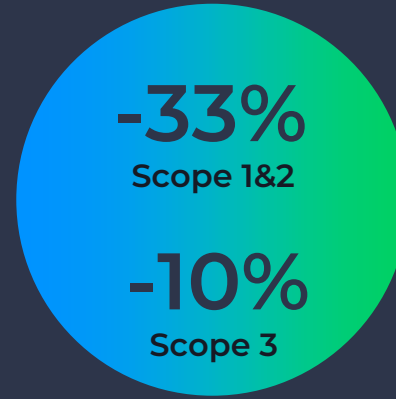
FCF



ROCE



Dividend proposal



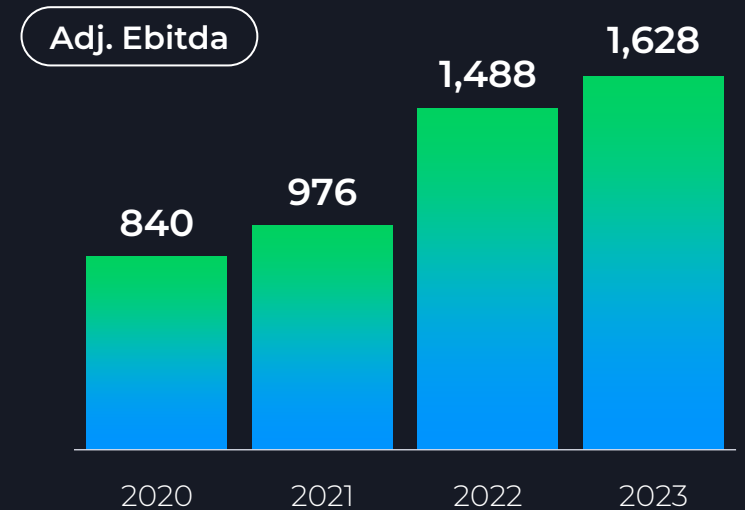
GHG emissions*

OUTSTANDING RESULTS

STRONG CASH GENERATION

REINFORCED COMMITMENT ON CLIMATE CHANGE

WELL ON TRACK TO DELIVER THE "CONNECT TO LEAD" TARGETS



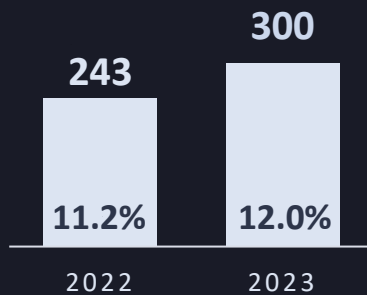
SOUND MARGIN EXPANSION IN ENERGY & PROJECTS

PROJECTS

SALES

2,161 2,508 **+15.3%**

ADJ. EBITDA



- Consistent execution and projects with better margins

ENERGY

SALES

12,033 11,357 **-1.3%**

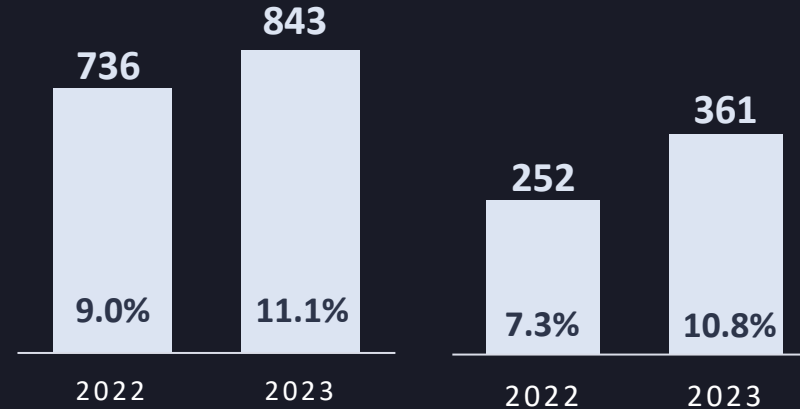
E&I Sales

8,196 7,620 **-2.7%**

Industrial & NWC Sales

3,442 3,358 **+1.7%**

ADJ. EBITDA



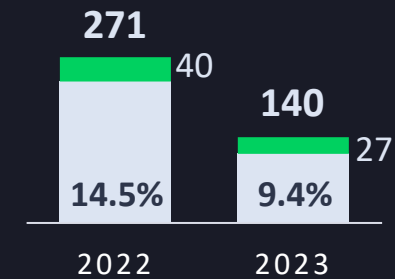
- Margin expansion driven by PD and overhead lines
- Strong Adj. Ebitda improvement across all applications, in particular OEM & Renewables

TELECOM

SALES

1,873 1,489 **-18.9%**

ADJ. EBITDA



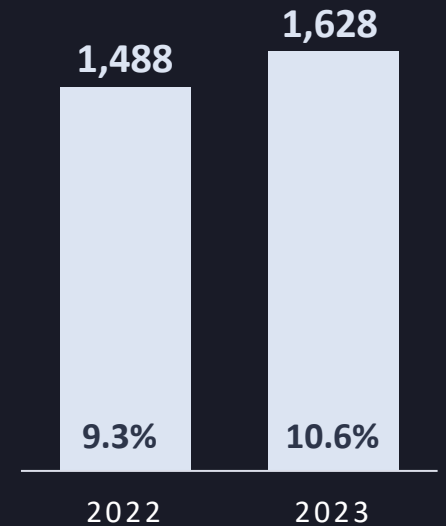
- H2 volume decline mainly in the US
- Negative one-off further affecting Q4

TOTAL GROUP

SALES

16,067 15,354 **-1.1%**

ADJ. EBITDA



- 2023 organic growth
- Share of net income

AGENDA

Outlook 2024



MASSIMO BATTAINI
CEO Designate

NEW ORGANIZATIONAL STRUCTURE TO BOOST GROWTH

Customer focus, talent development and management continuity at the core of the new structure

TRANSMISSION



Hakan Ozmen

Previous role: Head of Projects
Years in Prysmian: 24

POWER GRID



Cinzia Farisè

Previous role: CEO, MEART region
Years in Prysmian: 15

ELECTRIFICATION



Cristiana Scelza

Previous role: CEO Netherlands
Years in Prysmian: 27

DIGITAL SOLUTIONS



Frederick Persson

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



A NEW STREAMLINED SEGMENTATION

Segments redesigned to match market trends and drive leadership position

TRANSMISSION 

POWER GRID 

ELECTRIFICATION 

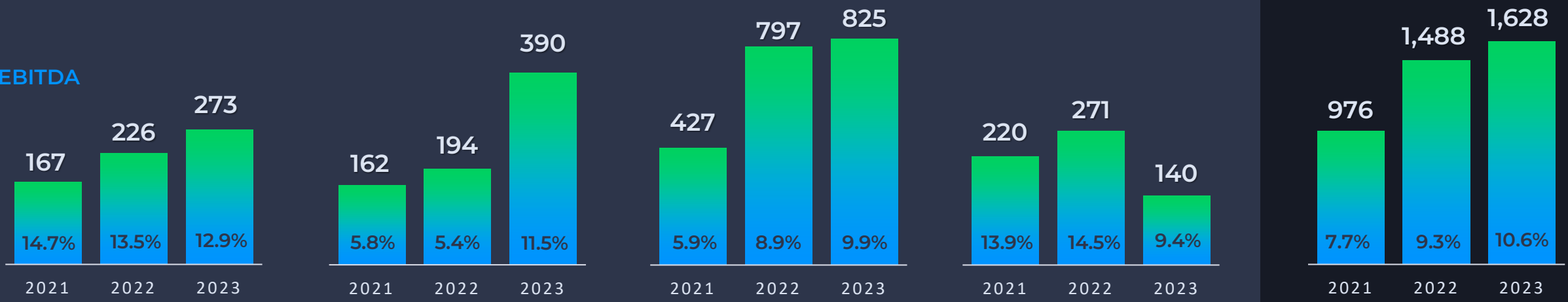
DIGITAL SOLUTIONS 

TOTAL GROUP

SALES

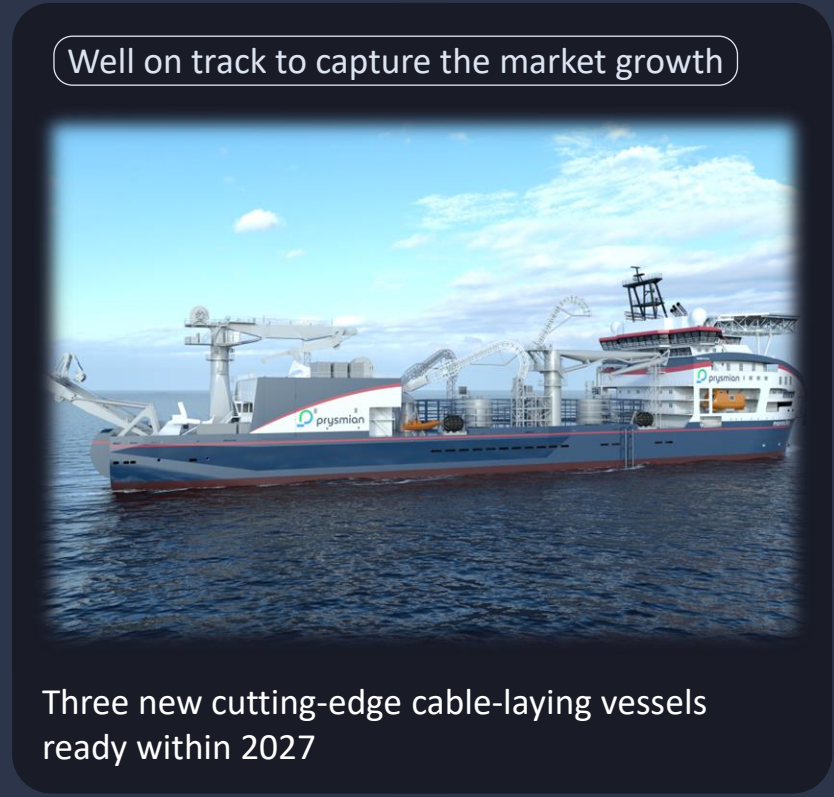
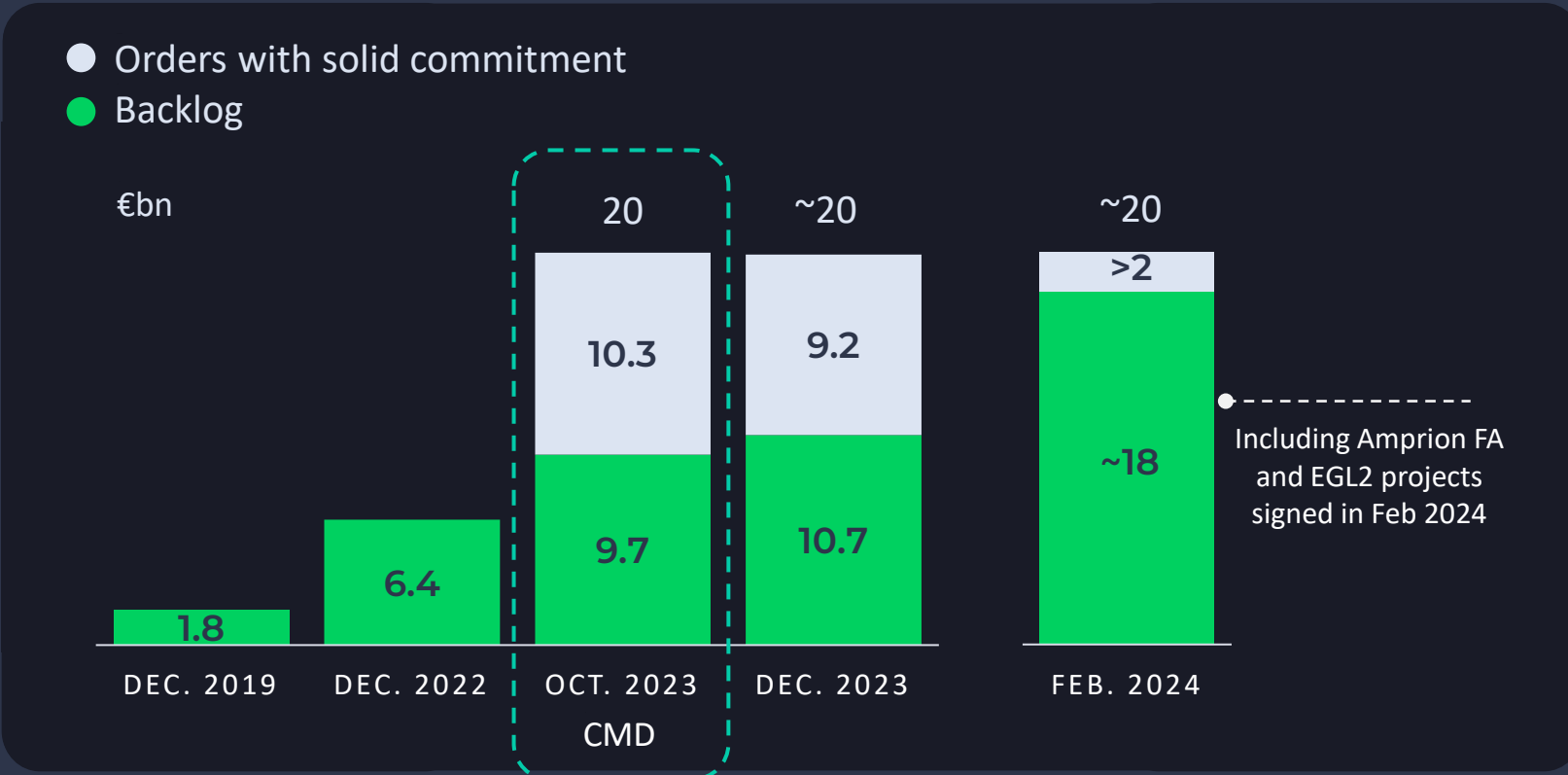
Segment	2021	2022	2023
TRANSMISSION	1,136	1,673	2,122
POWER GRID	2,791	3,605	3,394
ELECTRIFICATION	7,224	8,916	8,349
DIGITAL SOLUTIONS	1,585	1,873	1,489
TOTAL GROUP	12,736	16,067	15,354

ADJ. EBITDA



SUSTAINING LEADERSHIP IN THE TRANSMISSION BUSINESS

Solid backlog, long term visibility and strong focus on execution

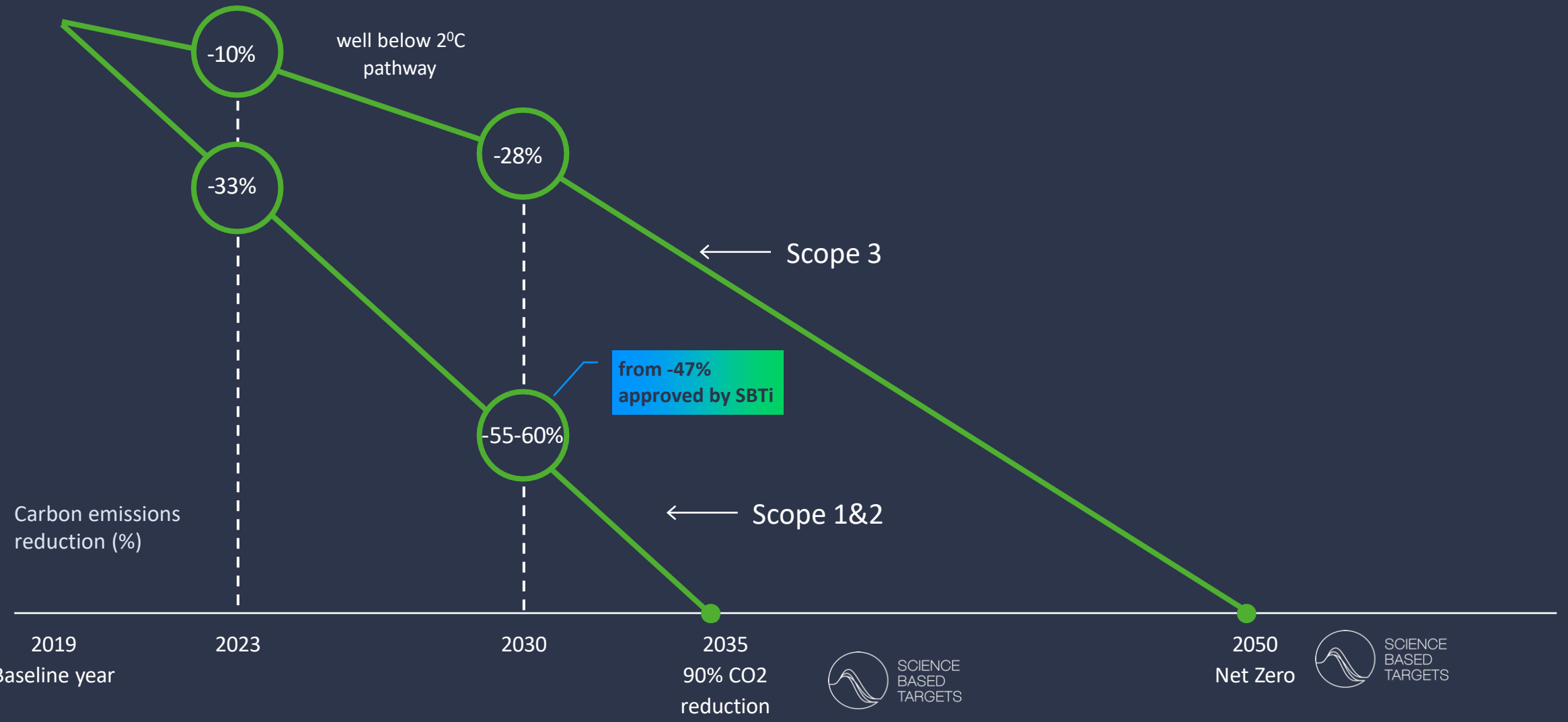


Over 80% of Orders with Solid Commitment converted into Backlog since CMD (October 5th)
> 13 €BN new orders in 2023












CLIMATE CHANGE AMBITION – SCOPE 1&2 TARGET UPGRADE

Further accelerating decarbonization trend



OUR SUSTAINABILITY TARGETS AT A GLANCE

SDGS	KPI	Actual 2022	Actual 2023	Target 2027
 	Enable access to green electricity to households	21 m	56 m	210 m
	Enable fast digital access to households	3 m	9 m	25 m
	% of reduction of Scope 1&2 GHG Emissions vs baseline 2019	-28%	-33%	-45%
	% of reduction of Scope 3 GHG Emissions vs baseline 2019	-7.5%	-10%	-23%
 	% of revenues linked to sustainable products	30%	37%	60%
	% of recycled content on PE jacket and copper	10%	12.7%	19%
 	% of Executive women	15.7%	18.8%	27%
	% of desk workers women hired	45%	46%	50%
 	% of shareholders employee	37%	46%	45-50%

2024 OUTLOOK

Well on track to deliver on our mid-term targets

ADJ. EBITDA 2024 TARGET (€M)



FCF 2024 TARGET (€M)



2024 GHG EMISSIONS (vs. 2019)

Scope 1&2	- 36%
Scope 3	- 13%

2023-27 VALUE CREATION



AGENDA

FINANCIAL RESULTS



Pier Francesco Facchini
CFO

PROFIT & LOSS STATEMENT

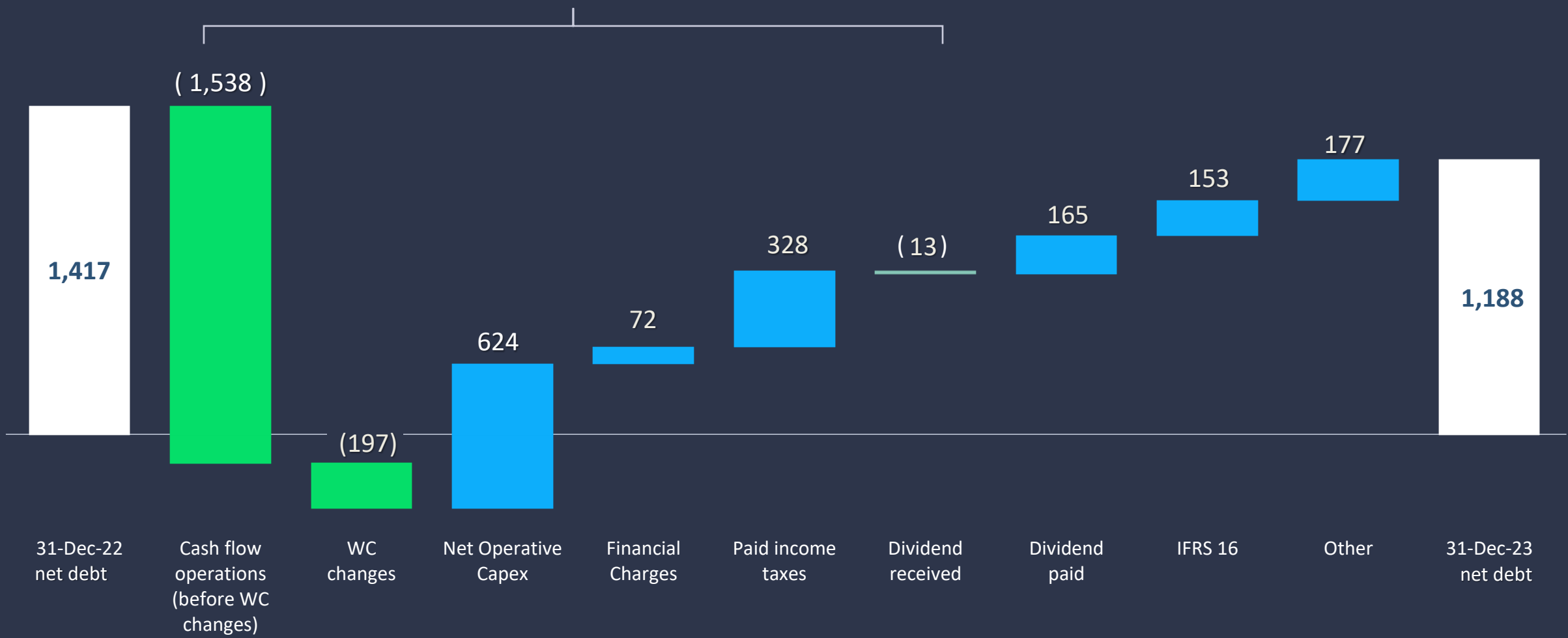
	2023	2022
SALES	15,354	16,067
<i>YoY organic growth</i>	<i>(1.1%)</i>	
Adj.EBITDA	1,628	1,488
<i>% on sales</i>	<i>10.6%</i>	<i>9.3%</i>
Adj.EBIT	1,270	1,119
<i>% on sales</i>	<i>8.3%</i>	<i>7.0%</i>
Adjustments	(143)	(101)
Non monetary items	(267)	(169)
EBIT	860	849
<i>% on sales</i>	<i>5.6%</i>	<i>5.3%</i>
Financial charges	(96)	(110)
EBT	764	739
Taxes	(217)	(230)
<i>% on EBT</i>	<i>28.4%</i>	<i>31.1%</i>
NET PROFIT	547	509
Minorities	18	5
GROUP NET PROFIT	529	504

ADJ. EBITDA Bridge

	Q1	Q2	Q3	Q4	FY
ADJ. EBITDA 2022	288	411	432	357	1,488
Projects	24	18	19	(4)	57
Energy	115	33	5	61	214
Telecom (ex-share of net income)	2	(13)	(43)	(64)	(118)
Share of net income	(2)	2	(5)	(8)	(13)
ADJ. EBITDA 2023	427	451	408	342	1,628
of which Forex effect	8	(11)	(23)	(11)	(37)

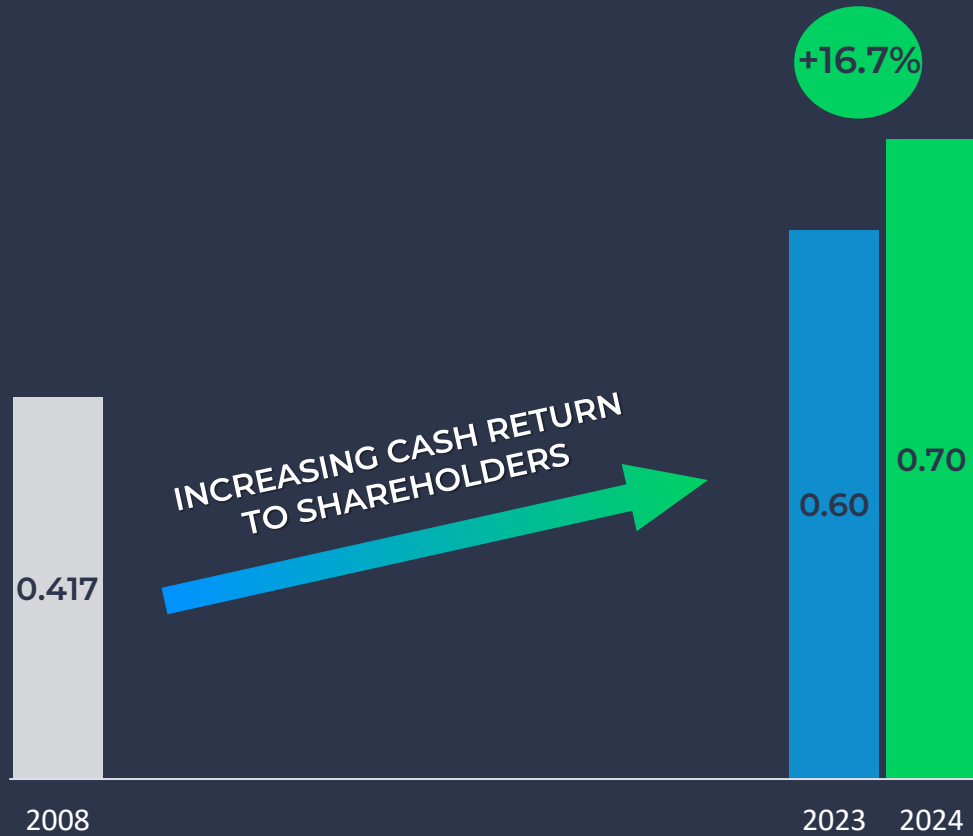
STRONG CASH GENERATION

+724 €M Free Cash Flow

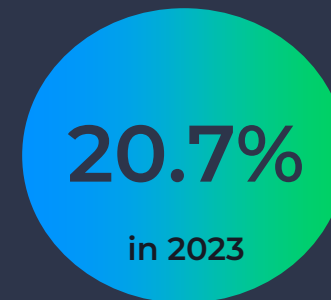


EXECUTING CAPITAL ALLOCATION STRATEGY

Dividend proposal to the next AGM: €/share 0.70

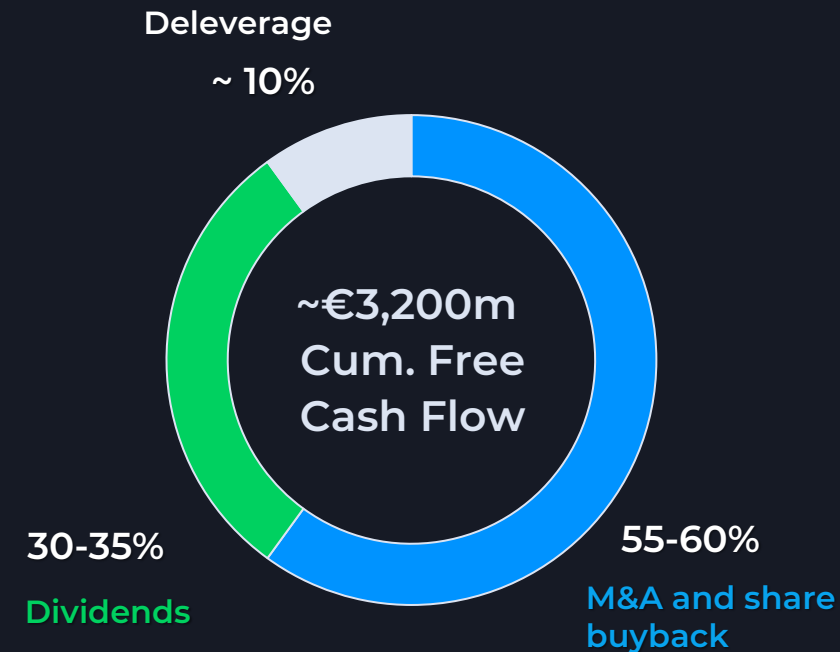


TSR



TSR

CMD: CAPITAL ALLOCATION



COMMITTED TO DELIVER

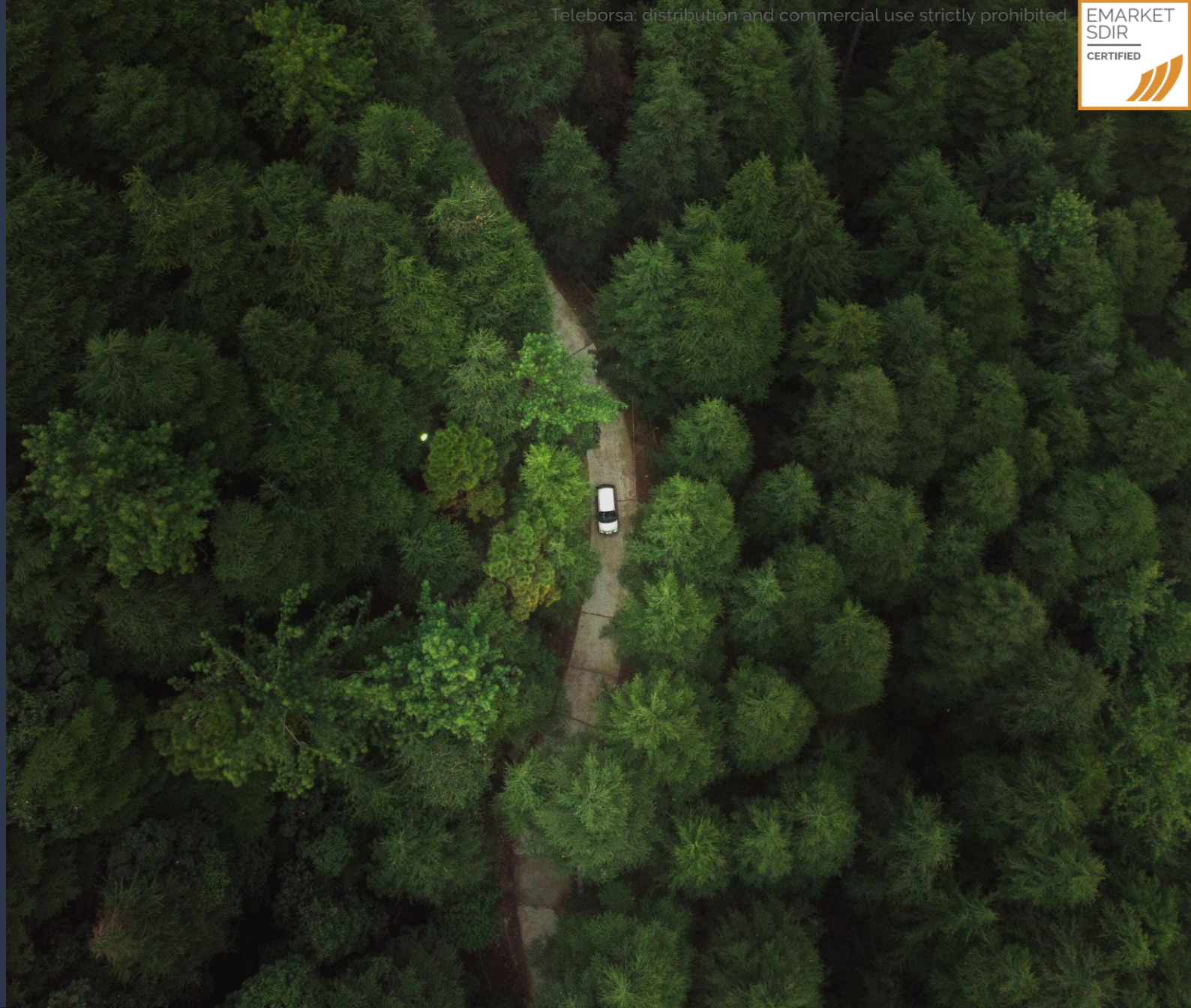
Annual targets

	2023 CMD TARGETS	2023 ACTUAL	
EBITDA conversion in FCF	35-39%	44.5%	✓
ROCE	21-23%	23.1%	✓

Over 5 years plan targets

	2022-2027 CMD TARGETS	2023 ACTUAL	
Dividend Increase yoy	+10%	+16.7%	✓
Basic EPS CAGR	>10%	+33.8%*	✓
Net Debt/EBITDA range	0.5-1.0x	0.7x	✓

Appendix



CLOSING REMARKS



1. Well on track to deliver the **Connect to Lead** targets
2. **Strong performance** thanks to a balanced & innovative portfolio and high exposure to structural trends
3. Solid execution and **long-term visibility** in the transmission business
4. Moving forward **cash generation targets**

MARGIN EXPANSION ACROSS REGIONS

The value of a wide geographical presence and breadth of portfolio

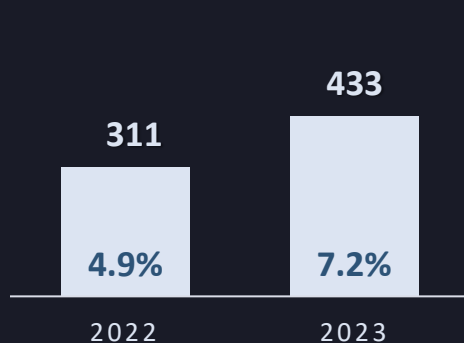
Data excluding Projects
Business

EMEA

Sales

6,381 6,043 **-1.7%**

Adj. Ebitda



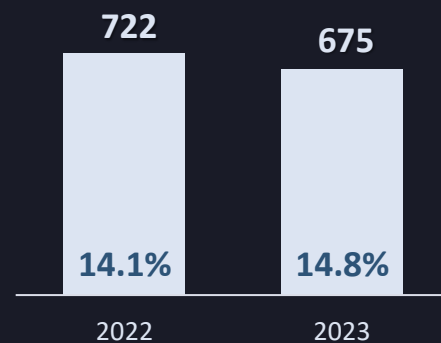
- Strong margins improvement in Energy (PD and OEM & Renewables) partially offset by Telecom

North America

Sales

5,132 4,557 **-5.9%**

Adj. Ebitda



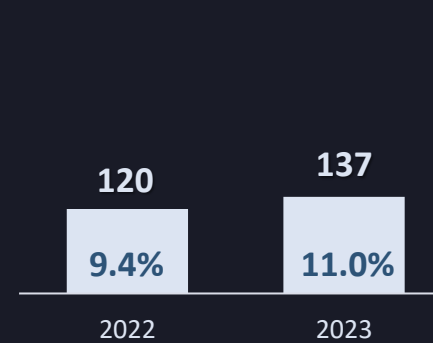
- Outstanding performance in PD & OHL offset by Telecom drop and T&I softening
- Forex affecting results (-22 €M)

Latin America

Sales

1,275 1,236 **-6.0%**

Adj. Ebitda



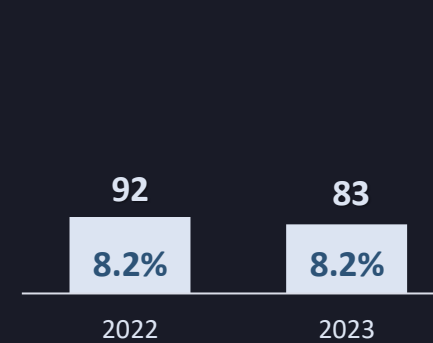
- T&I driving margins expansion

Asia Pacific

Sales

1,118 1,010 **-2.3%**

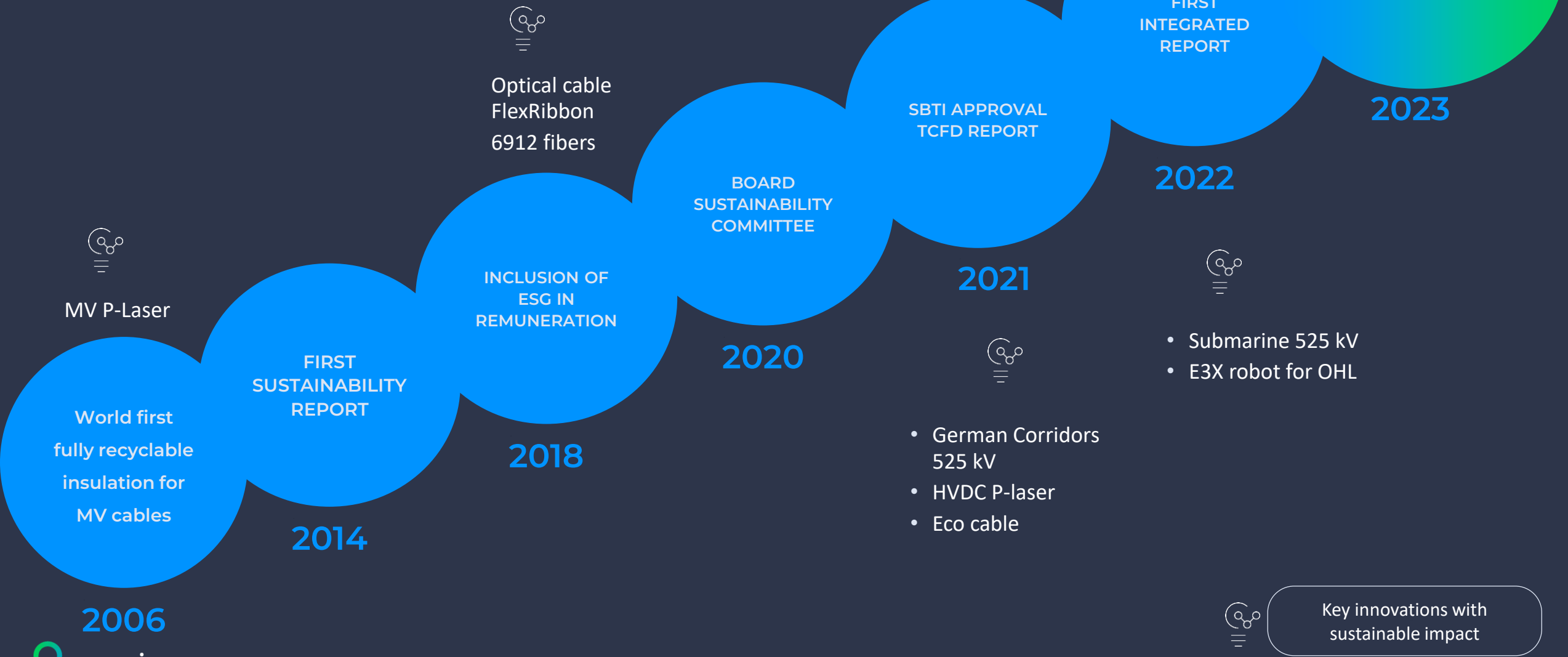
Adj. Ebitda



- YOFC lower contribution (13 €M)



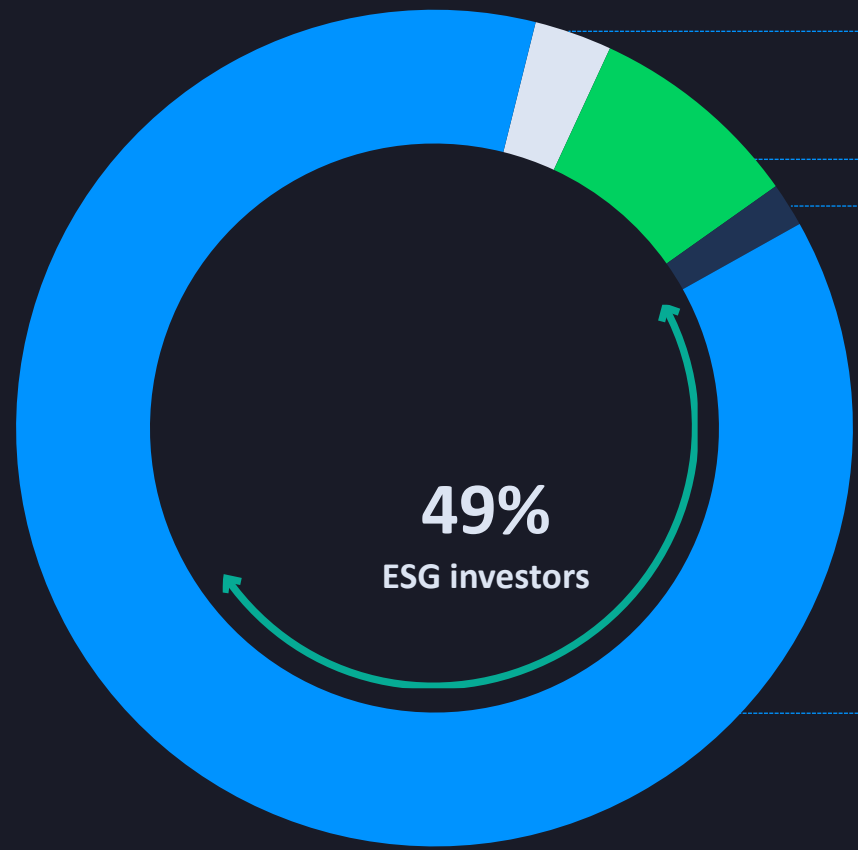
OUR SUSTAINABILITY JOURNEY ROOTED IN THE PAST



 Key innovations with sustainable impact

A TRULY PUBLIC COMPANY, BASED ON INCLUSION

PRYSMIAN SHAREHOLDING STRUCTURE



3% Employees
incl. Management

8.1% Retail

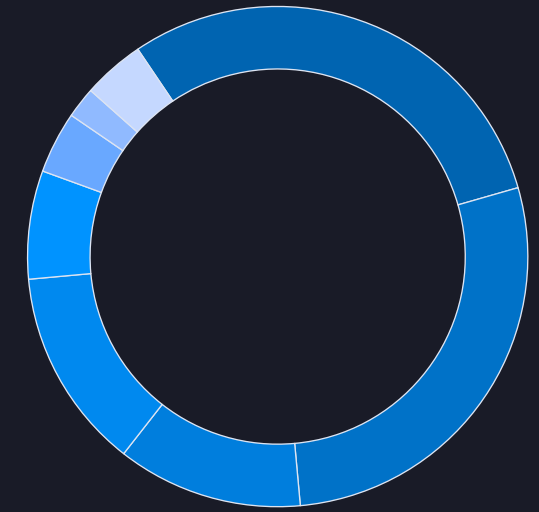
1.4% Treasury shares

49%
ESG investors

87.5%

Institutional Investors

INSTITUTIONAL INVESTORS



US 30%

UK 28%

France 12%

Rest of EU 13%

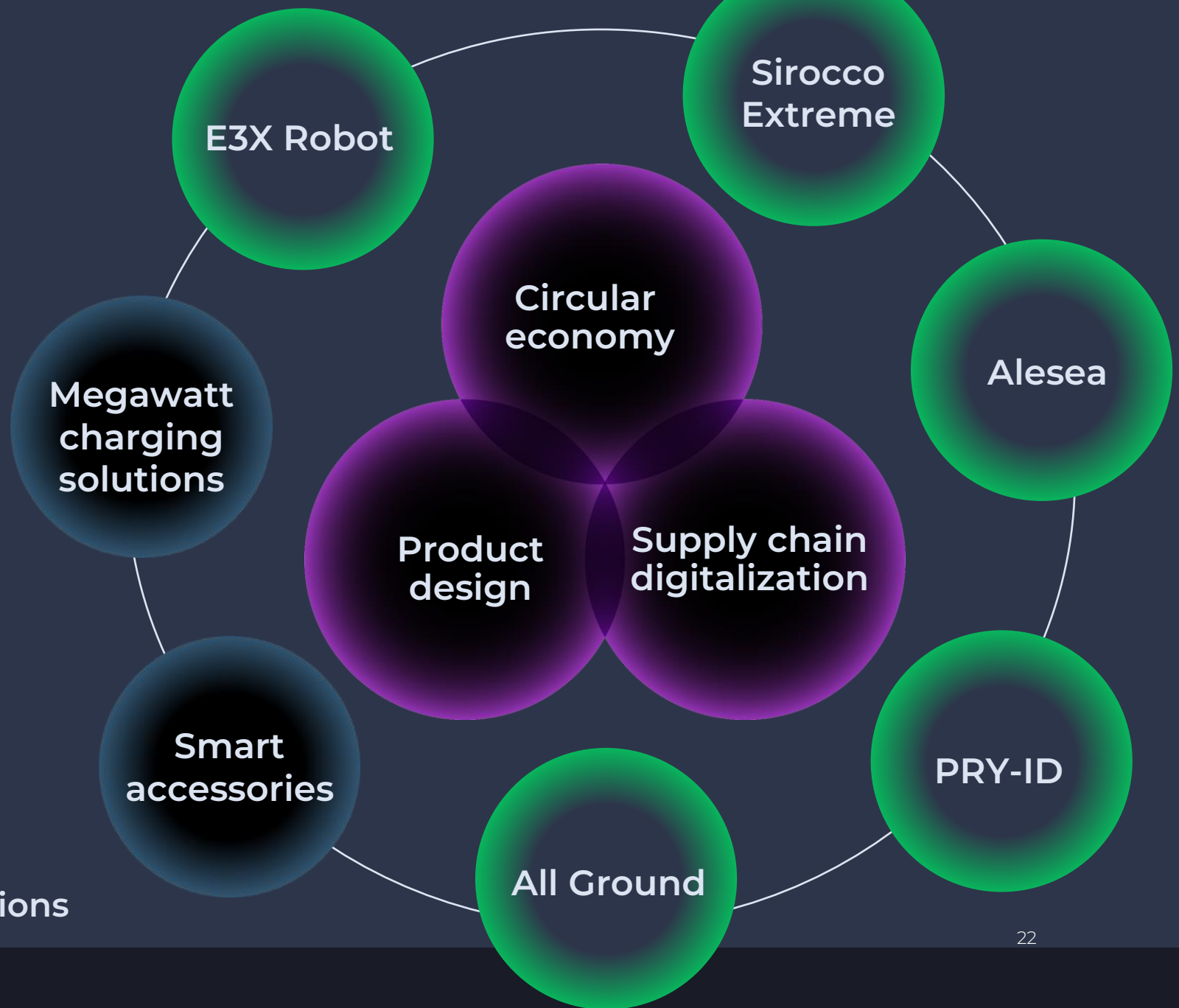
Italy 7%

Germany 4%

Sweden 2%

RoW 4%

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



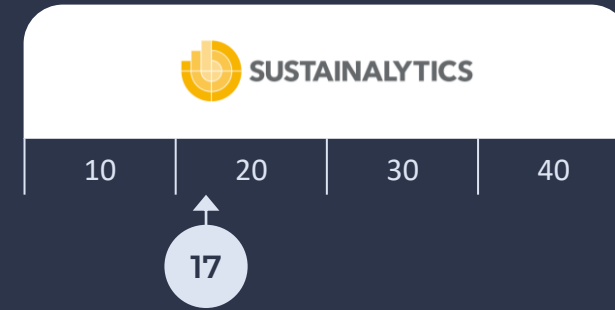
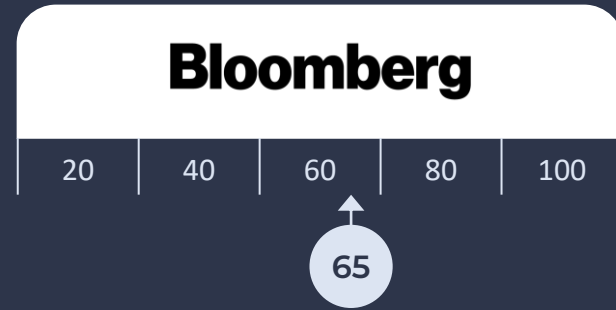
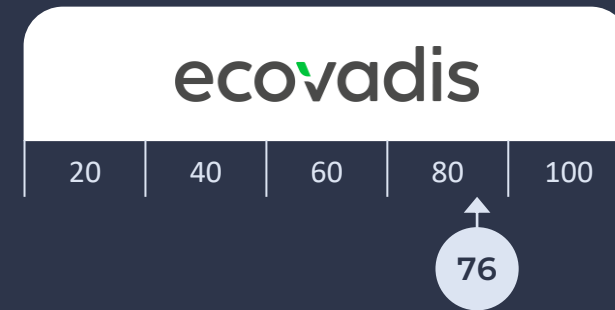
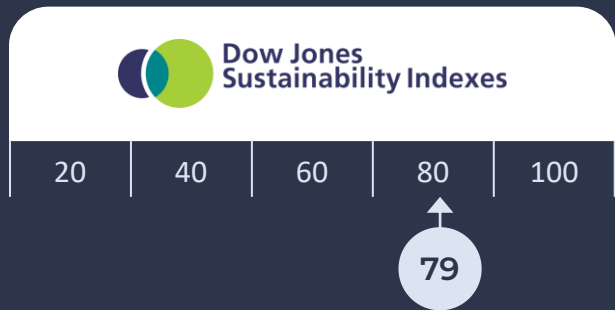
625 children in the Netherlands



100 women and 800 children in Oman



SUSTAINABILITY DEVELOPMENT GOALS

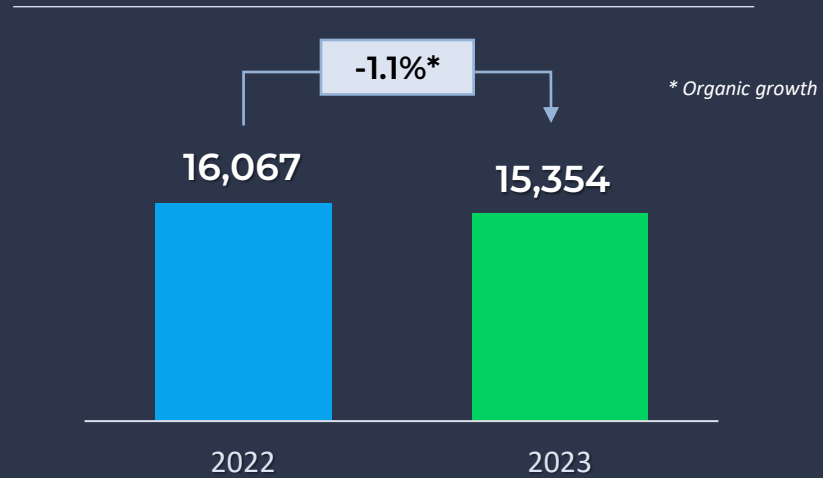


We are included in

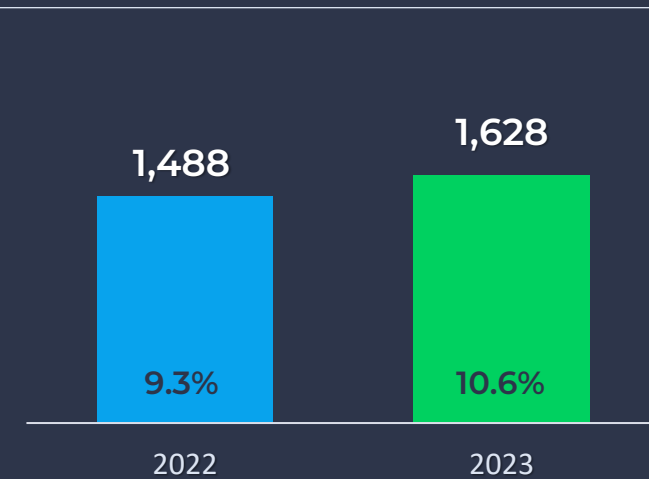


FINANCIAL HIGHLIGHTS

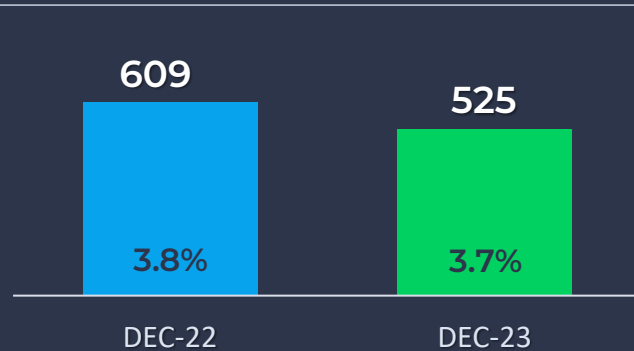
SALES



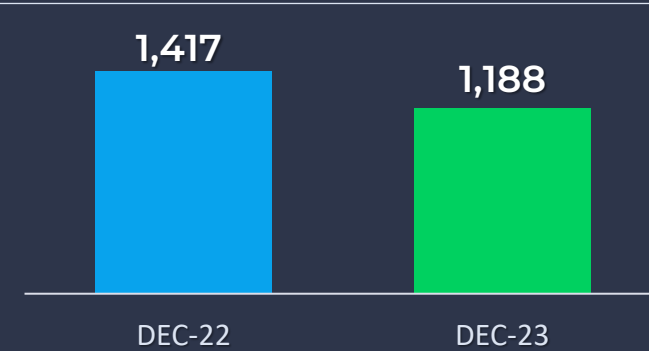
ADJUSTED EBITDA



OPERATIVE NET WORKING CAPITAL ⁽¹⁾



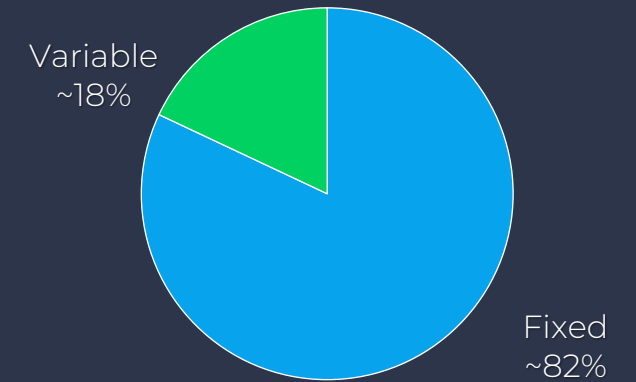
NET FINANCIAL DEBT



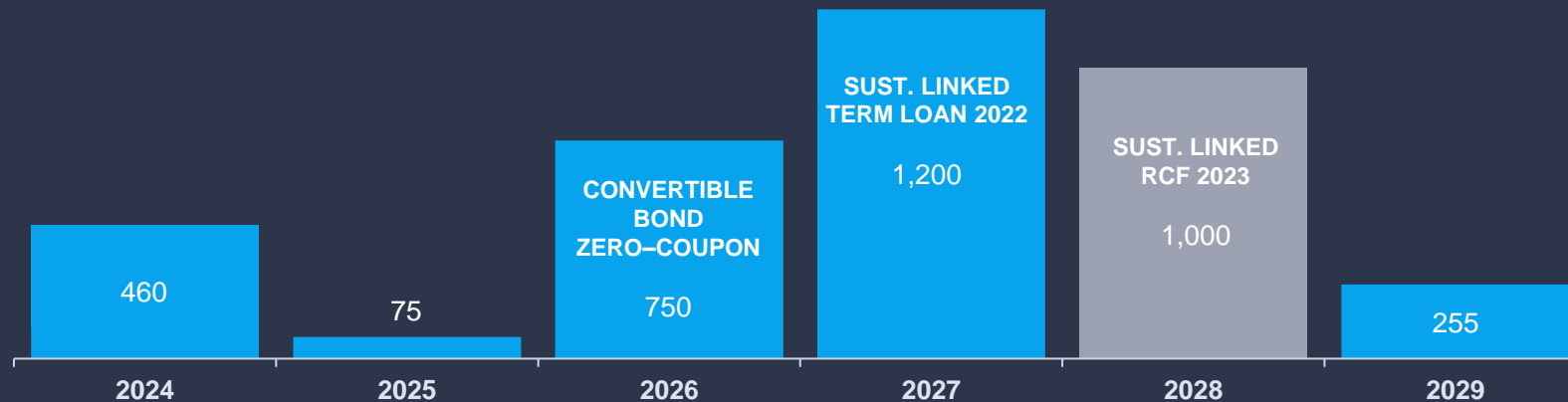
A SOLID AND SUSTAINABLE FINANCIAL STRUCTURE

- Average debt maturity of 4.4 years (including Revolving Credit Facility)
- Approx. 1.7 €Bn cash on balance as of 31st December 2023

Fixed/Variable rate composition



CURRENT FINANCIAL DEBT MATURITY PROFILE⁽⁶⁾



FINANCIAL HIGHLIGHTS

	2023		2022	2023		2022	
	€M	organic growth	€M	€M	Adj.EBITDA Margin	€M	Adj.EBITDA Margin
PROJECTS	2,508	15.3%	2,161	300	12.0%	243	11.2%
Energy & Infrastructure	7,620	-2.7%	8,196	843	11.1%	736	9.0%
Industrial & Network Components	3,358	1.7%	3,442	361	10.8%	252	7.3%
Other	379	0.0%	395	(16)	-4.2%	(14)	-3.5%
ENERGY	11,357	-1.3%	12,033	1,188	10.5%	974	8.1%
TELECOM	1,489	-18.9%	1,873	140	9.4%	271	14.5%
Total Group	15,354	-1.1%	16,067	1,628	10.6%	1,488	9.3%

SALES AT STANDARD METAL PRICES

		Sales current			Sales standard		
		Sales €M	Adj. Ebitda €M	Adj. Ebitda margin	Sales €M	Adj. Ebitda €M	Adj. Ebitda margin
2023	PROJECTS	2,508	300	12.0%	2,445	300	12.3%
	ENERGY	11,357	1,188	10.5%	9,929	1,188	12.0%
	TELECOM	1,489	140	9.4%	1,443	140	9.7%
	Total Group	15,354	1,628	10.6%	13,817	1,628	11.8%
2022	PROJECTS	2,161	243	11.2%	2,117	243	11.5%
	ENERGY	12,033	974	8.1%	10,070	974	9.7%
	TELECOM	1,873	271	14.5%	1,792	271	15.1%
	Total Group	16,067	1,488	9.3%	13,980	1,488	10.6%

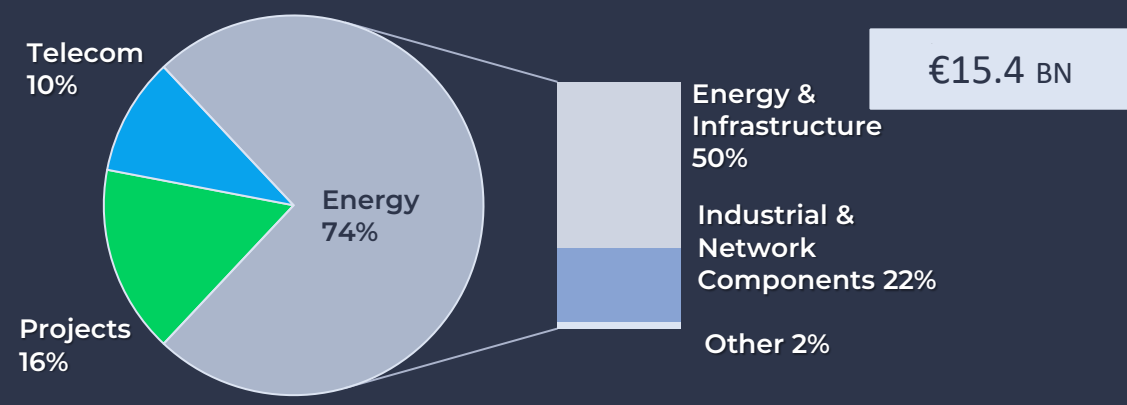
Standard copper price of €5,500/ton.

Standard aluminum price of €1,500/ton.

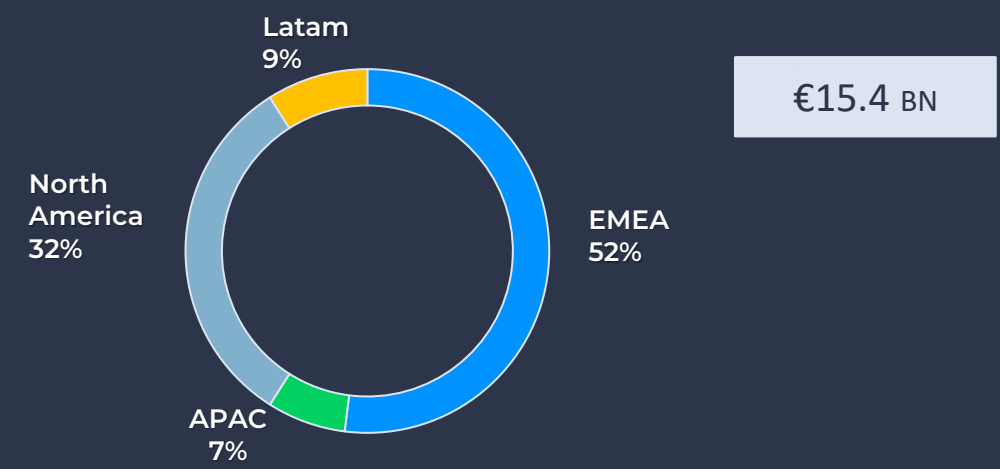
Standard lead price of €2,000/ton.

PRYSMIAN GROUP AT GLANCE 2023 Financial Results

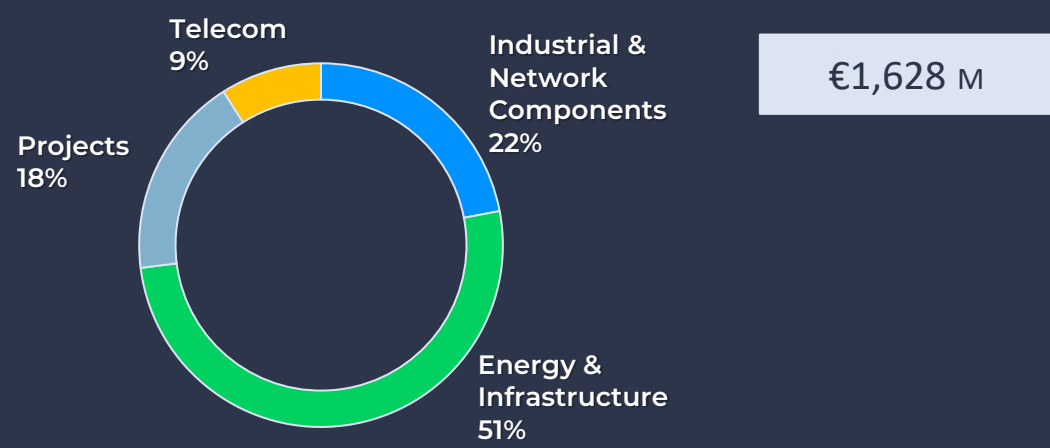
SALES BREAKDOWN BY BUSINESS



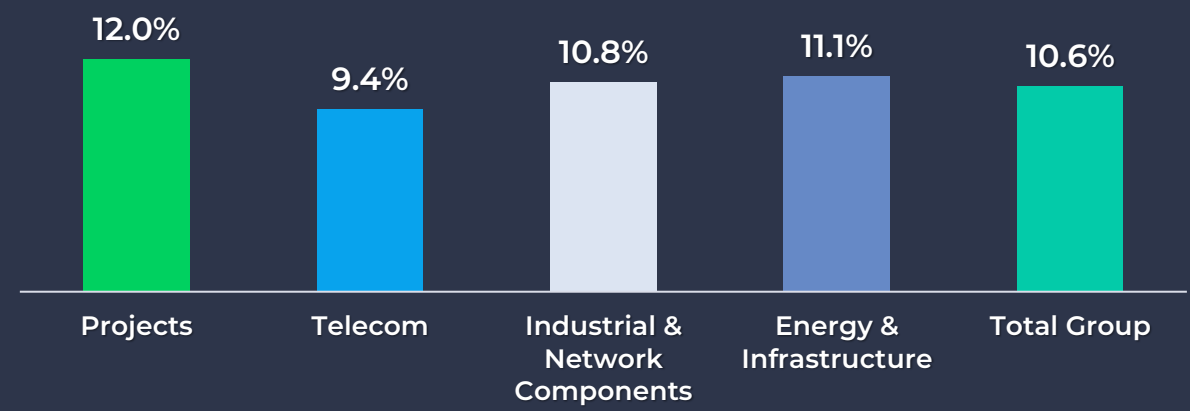
SALES BREAKDOWN BY GEOGRAPHY



Adj. EBITDA BY BUSINESS

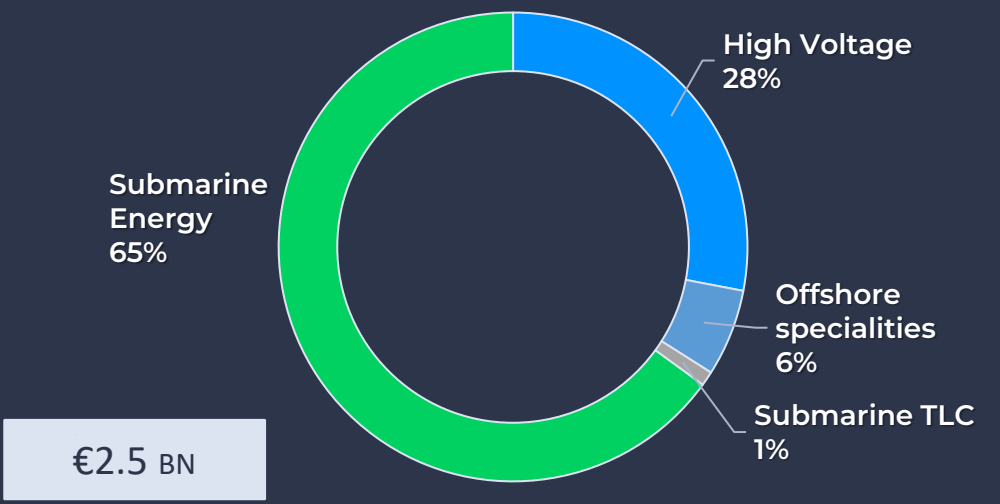


Adj. EBITDA MARGIN

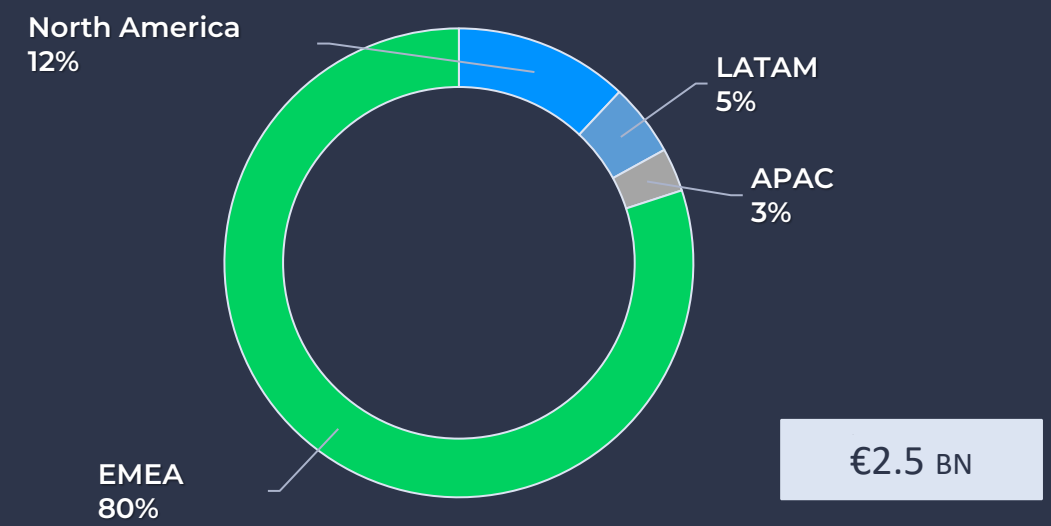


PROJECTS 2023 sales breakdown

SALES BREAKDOWN BY BUSINESS

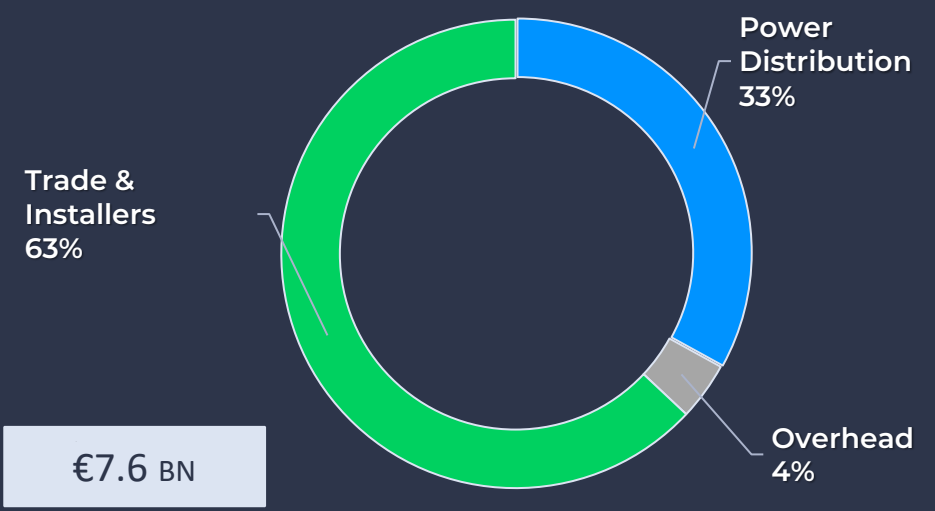


SALES BREAKDOWN BY GEOGRAPHY

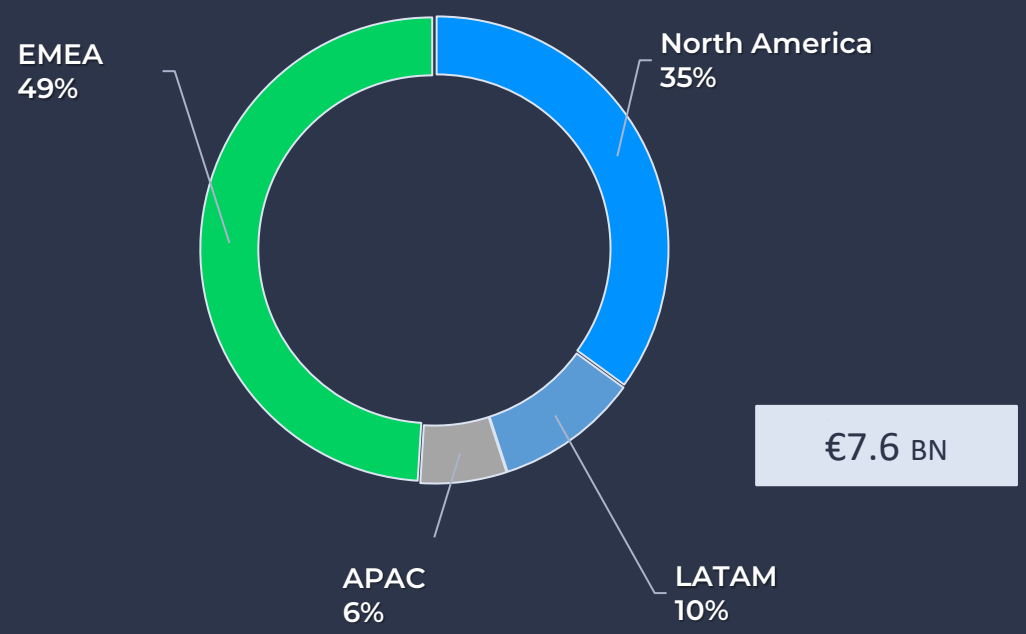


ENERGY & INFRASTRUCTURE 2023 sales breakdown

SALES BREAKDOWN BY BUSINESS

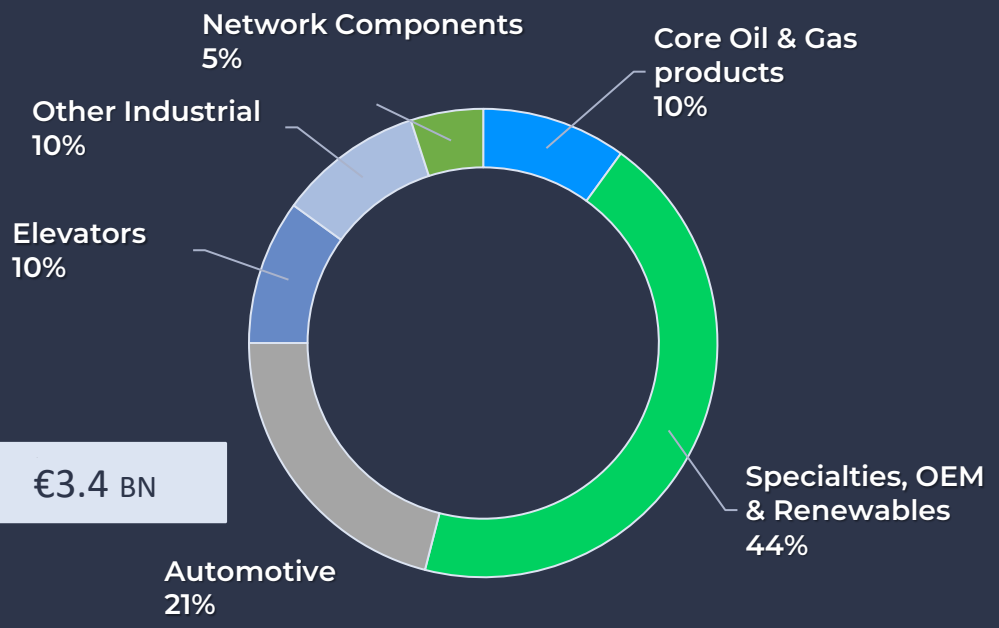


SALES BREAKDOWN BY GEOGRAPHY

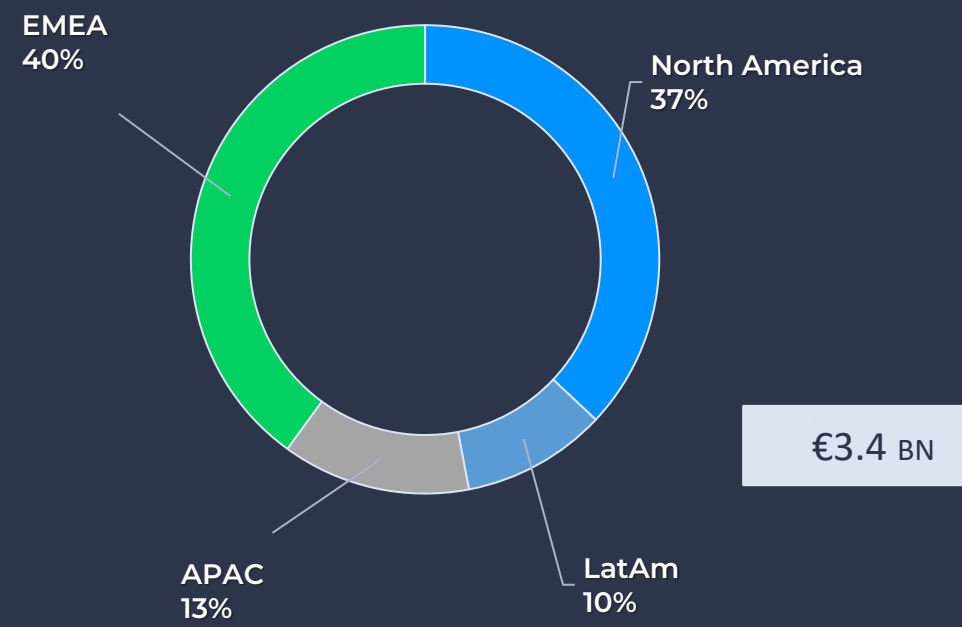


INDUSTRIAL & NETWORK COMPONENTS 2023 sales breakdown

SALES BREAKDOWN BY BUSINESS

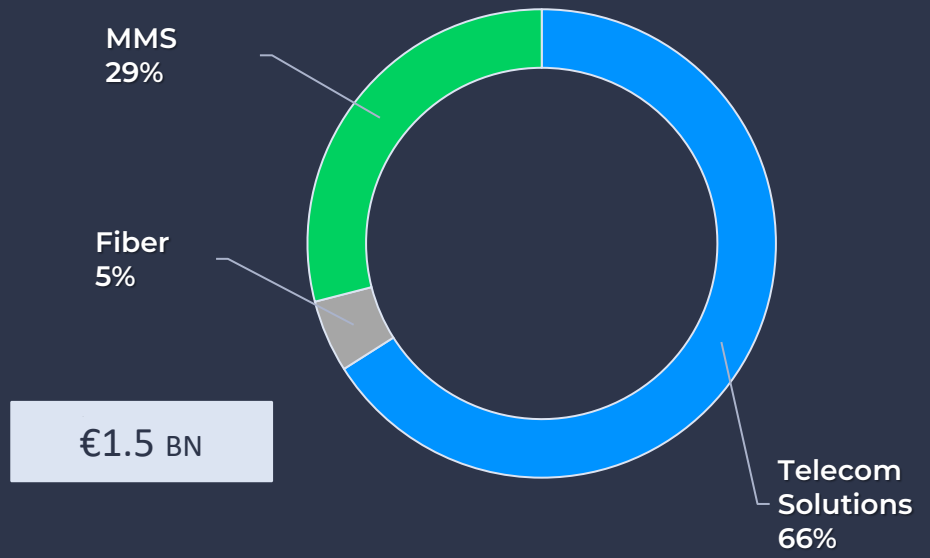


SALES BREAKDOWN BY GEOGRAPHY

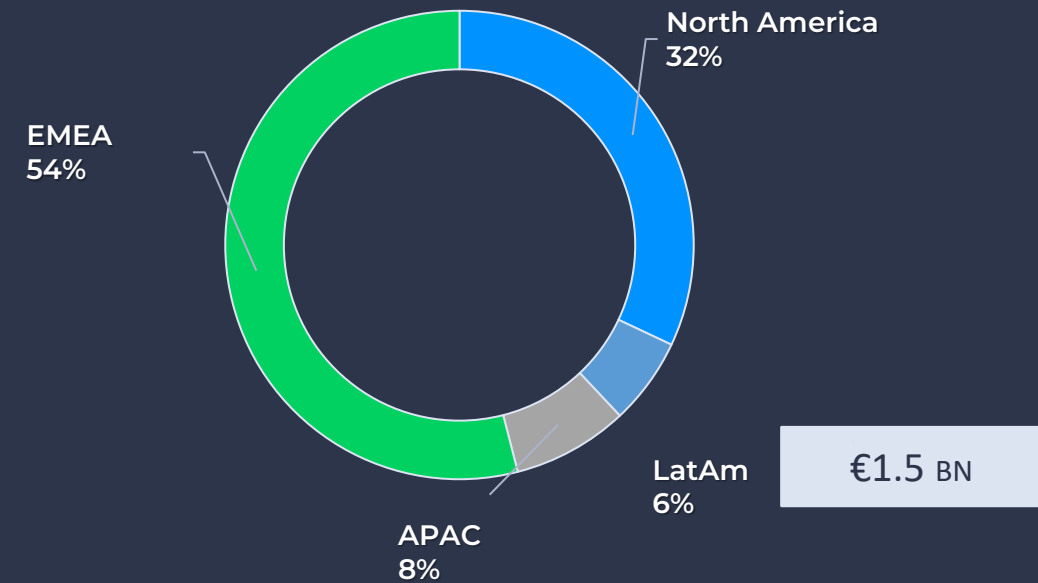


TELECOM 2023 sales breakdown

SALES BREAKDOWN BY BUSINESS



SALES BREAKDOWN BY GEOGRAPHY



PROFIT&LOSS STATEMENT

	2023	2022
SALES	15,354	16,067
<i>YoY total growth</i>	<i>(4.4%)</i>	
<i>YoY organic growth</i>	<i>(1.1%)</i>	
Adj.EBITDA	1,628	1,488
<i>% on sales</i>	<i>10.6%</i>	<i>9.3%</i>
<i>of which share of net income</i>	<i>33</i>	<i>46</i>
Adjustments	(143)	(101)
EBITDA	1,485	1,387
<i>% on sales</i>	<i>9.7%</i>	<i>8.6%</i>
Adj.EBIT	1,270	1,119
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Minorities	18	5
GROUP NET PROFIT	529	504
<i>% on sales</i>	<i>3.4%</i>	<i>3.1%</i>

Adjustments and non monetary items on EBIT

	2023	2022
Non-recurring Items	(9)	(47)
Restructuring	(48)	(11)
Other Non-operating Income / (Expenses)	(86)	(43)
EBITDA adjustments	(143)	(101)
Non monetary items	(267)	(169)
Gain/(loss) on derivatives on commodities	6	(31)
Assets impairment	(216)	(34)
Share-based compensation	(57)	(104)
EBIT adjustments	(410)	(270)

Financial Charges

	2023	2022
Net interest expenses	(78)	(74)
<i>of which non-cash conv.bond interest exp.</i>	<i>(9)</i>	<i>(9)</i>
Financial costs IFRS 16	(11)	(6)
Bank fees amortization	(5)	(6)
Gain/(loss) on exchange rates and derivatives	(13)	(20)
Non recurring and other effects	11	(4)
Net financial charges	(96)	(110)

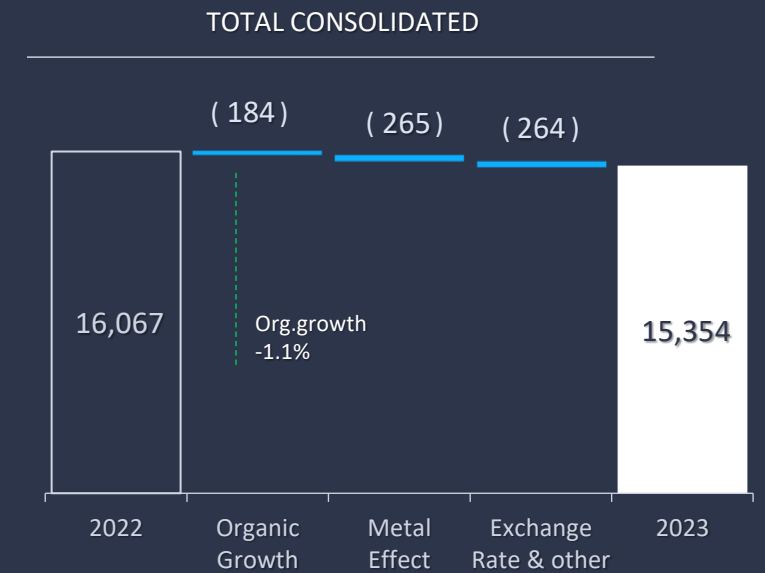
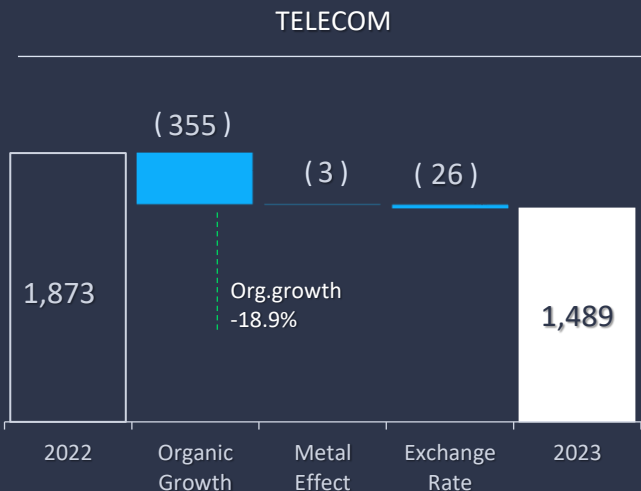
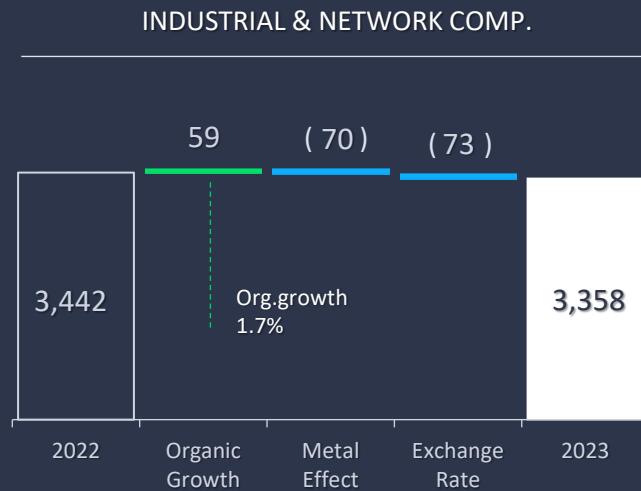
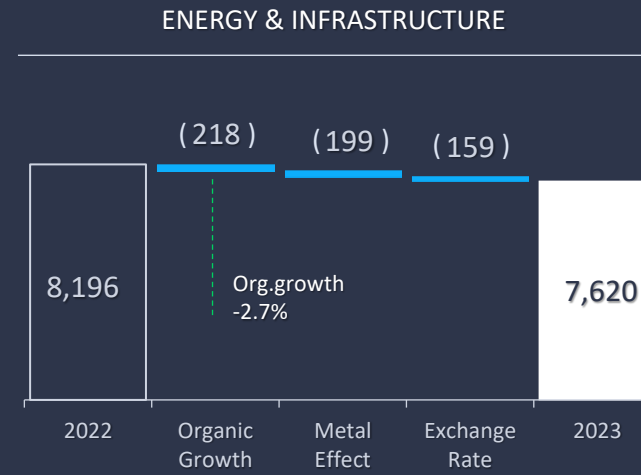
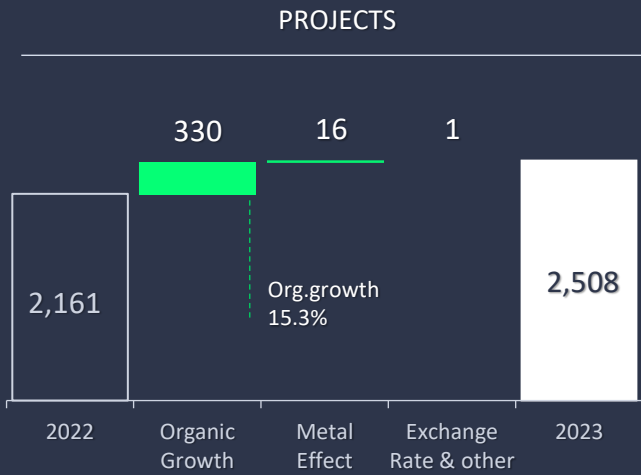
STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

	31 Dec 2023	31 Dec 2022
Net fixed assets	5,709	5,583
of which: goodwill	1,660	1,691
Net working capital	518	614
of which: derivatives assets/(liabilities)	(7)	5
of which: Operative Net working capital	525	609
Provisions & deferred taxes	(734)	(680)
Net Capital Employed	5,493	5,517
Employee provisions	333	329
Shareholders' equity	3,972	3,771
of which: attributable to minority interest	191	186
Net financial debt	1,188	1,417
Total Financing and Equity	5,493	5,517

CASH FLOW STATEMENT

	31 Dec 2023	31 Dec 2022
Adj.EBITDA	1,628	1,488
Adjustments	(143)	(101)
EBITDA	1,485	1,387
Net Change in provisions & others	82	14
Share of income from investments in op.activities	(33)	(47)
Cash flow from operations (before WC changes)	1,534	1,354
Working Capital changes	197	(105)
Dividends received	13	10
Paid Income Taxes	(328)	(221)
Cash flow from operations	1,416	1,038
Acquisitions/Disposals	-	(7)
Net Operative CAPEX	(624)	(452)
Free Cash Flow (unlevered)	792	579
Financial charges	(72)	(71)
Free Cash Flow (levered)	720	508
<i>Free Cash Flow (levered) excl. Acquisitions & Disposals</i>	<i>720</i>	<i>515</i>
Dividends	(165)	(148)
Capital increase, Shares buy-back & other equity movements	(4)	-
Net Cash Flow	551	360
Net Financial Debt beginning of the period	(1,417)	(1,760)
Net cash flow	551	360
NFD increase due to IFRS16	(153)	(58)
Other variations	(169)	41
Net Financial Debt end of the period	(1,188)	(1,417)

BRIDGE CONSOLIDATIONION SALES



NOTES

- 1) FCF excluding Acquisitions & Disposals and Antitrust impact;
- 2) Adjusted EBITDA: EBITDA excluding restructuring, non-operating income/expenses and non-recurring income / expenses
- 3) GHG emissions reduction vs. baseline 2019;
- 4) Slide 8: The final restatement of New Segments compared to what reported on CMD resulted in 6 €M delta impact on Ebitda between Transmission and Power Grids segments and 50 €M impact on sales among Electrification, Transmission and Power Grids segments due to better remeasurement of results
- 5) Slide 16: to calculate the Basic EPS CAGR percentage increase YoY of 33.8% the net result had been adjusted to remove the impact of impairment net of its tax effect. In particular, the 2023 net result had been adjusted by 204 €M (216 €M impairment net of 12 €M tax effect) and 2022 net result adjusted by 26 €M (34 €M impairment net of 8 €M tax effect).
- 6) ROCE calculation:
 - Adjusted Operating Income excluding Share of Net income
 - Net Capital Employed excluding:
 - FV of Metals derivatives,
 - Antitrust provisions,
 - tax receivables/payables and deferred tax assets/liabilities,
 - investment in associates
 - 2018 Adjusted Operating Income redetermined for: Western link accrual impacts of 165M€ and for the difference between reported and full combined with GC for 74 M€;
- 7) Current financial debt maturity profile (Excluding debt held by local affiliates and debt coming from IFRS 16 (98 €M and 297 €M respectively) at 31.12.2023):
 - 2024: CDP 2019 (100 €M); INTESA TL (150 €M); MEDIOBANCA TL (100 €M); EIB 2017 (110 €M)
 - 2025: CDP 2021 (75 €M)
 - 2026: Convertible bond zero-coupon (750 €M)
 - 2027: Sust. Linked Term Loan 2022 (1200 M)
 - 2028: Sustainability Linked Revolving Credit Facility (1000 €M) with extension options till 2030
 - 2029: EIB 2022 (135 €M); CDP 2023 (120 €M)

DISCLAIMER

- The managers responsible for preparing the company's financial reports, A.Brunetti and S.Invernici, 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.



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