



PRESS KIT



STRONGER PLATFORM TO ENHANCE CUSTOMER SERVICE
LINKING THE FUTURE LEADING
WORLDWIDE LEADER
CUSTOMER SERVICE EXTENDED PRODUCT OFFERINGS IN O&G AND INDUSTRIAL

Prysmian
Group



PRESS KIT

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THE WORLD'S LARGEST ENERGY AND TELECOM CABLE COMPANY

The Prysmian Group is **world leader in the supply of cables and systems for energy and telecommunications**. With almost 140 years of experience, sales of about 7.5 billion euro in 2016, 21,000 employees in 50 countries and 82 factories, the Group has a consolidated presence in technologically advanced markets. The broadest range of products, services, technologies and know how are available, sustained by 17 R&D centres and more than 500 experienced professionals.

Prysmian Group was created in 2011 through the **union of Prysmian and Draka**, both **market leaders for innovation and technological know-how** in the cable industry. By combining the strengths of both and achieving greater investment potential and geographical coverage, the Group has become industry leader with the most extensive range of products, services and technological know-how available on the market. Listed on the Milan Stock Exchange in the FTSE MIB index, the Group is also characterised by being a **public company**, a company with a broad shareholder base that is managed on a transparent basis with a focus on maintaining the continued confidence of its investors.

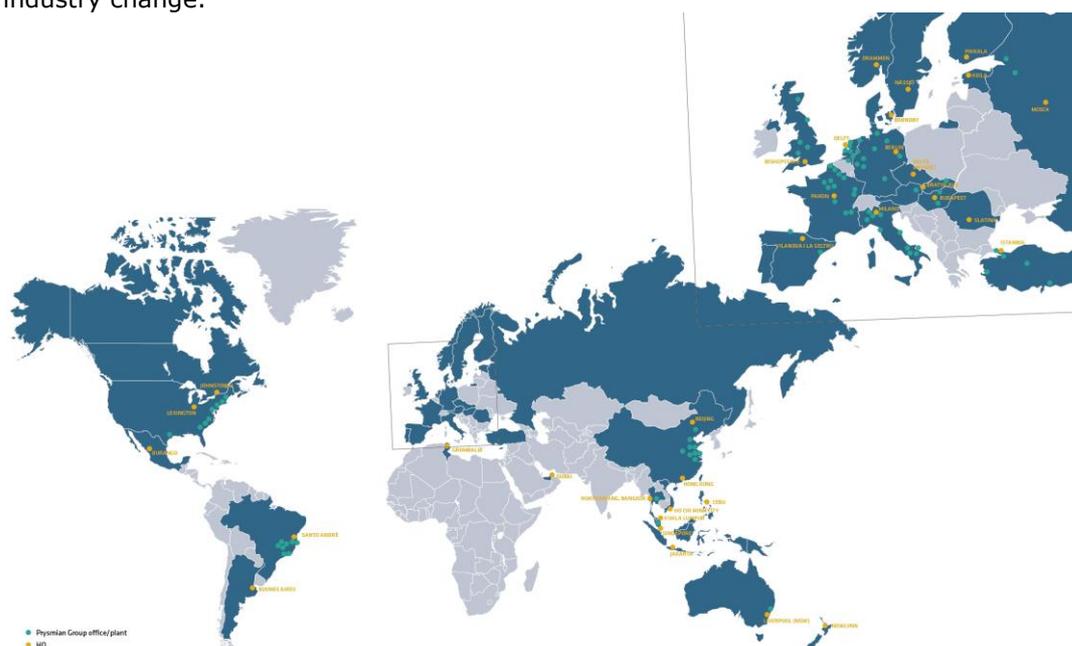
Energy & Telecom Cables and Systems

Prysmian operates in the business of underground and submarine **power** transmission and distribution cables and systems, special cables for applications in many different industrial sectors and medium and low voltage cables for the construction and infrastructure industries.

With reference to **telecommunications**, the Group manufactures cables and accessories for the voice, video and data transmission market, offering a comprehensive range of optical fibres, optical and copper cables and connectivity systems.

A Global Presence

The widespread and diverse geographical distribution of the Group's activities enables it to respond to customer requirements the world over with the utmost of speed. Its 17 Research & Development centres and a track record of leading technology and innovation in all key cable segments, position the Prysmian Group at the forefront of industry change.



50 COUNTRIES / 82 PLANTS / 17 R&D CENTRES / 21.000 EMPLOYEES

Building the world's infrastructures

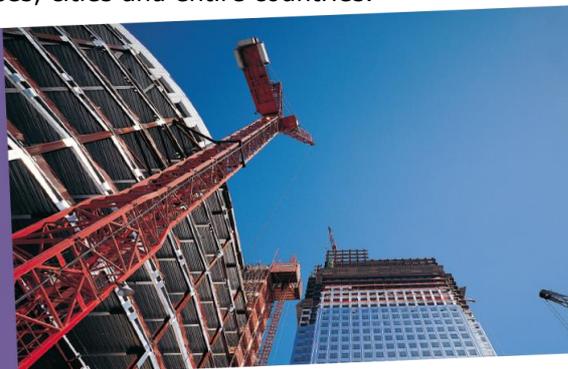
Day in day out, the Prysmian and Draka commercial brands give a crucial contribution to the development of the planet's vital energy and communication infrastructures. From the world's tallest building to the deepest submarine cable, the Group responds to the needs of the power industry across all continents and in every sector. In communications, it supplies leading-edge fibre and cable solutions that meet clients' bandwidth requirements today, anticipating tomorrow's applications and technologies.

Mission, Vision & Values

The Prysmian Group's vision and mission provide the sense of purpose at the heart of all it does. The Group is guided by the belief in effective, efficient and sustainable supply of energy and information to as many people as possible, as a primary driver in the development of communities. The shared values define the principles individuals across the organisation commit to. Principles that enable the Prysmian Group's customers to bring their services to homes and businesses, cities and entire countries.

Vision

The Prysmian Group believes in the effective, efficient and sustainable supply of Energy and Information as a primary driver in the development of communities.



Mission

The Prysmian Group provides its customers worldwide with superior cable solutions based on pioneering technology and consistent excellence in execution, ultimately delivering sustainable growth and profit.



Values

Excellence

Every day we relentlessly pursue excellence in all we do

Understanding

We listen closely to our customers to really understand their needs

Integrity

We uphold the highest standards of integrity in our actions



Growth strategy

Its position as world leader in the energy and telecom cables and systems industry sees the Group in the prime role as a **promoter of growth and of continuous improvement in the entire industry**, both in terms of the technologies used and the ability to develop suitable solutions with customers for the new sources of power generation and data transmission.

The ability to produce constant innovations and to promote awareness of the cable industry's strategic role are the key to Prysmian's market approach.

Prysmian places stakeholders at the centre of its business strategy, the core guidelines of which are based on:

- **Customer Centricity**, meaning provision of innovative products and cable systems, truly inspired by a solution-driven rationale;
- **Creating Value for Shareholders**, in terms of total return on investment and profitability in the short run, but above all in the medium and long term.

The critical success factors for the Prysmian Group can be represented as follows:

- **Expansion and growth.**

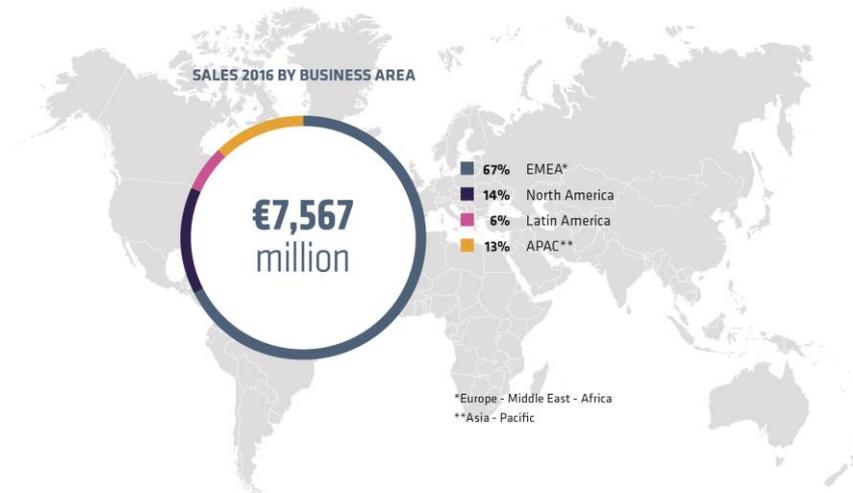
The search for growth opportunities, both organically and through acquisitions, is primarily focused on higher value-added high-tech businesses, such as High Voltage Underground and Submarine Cables and Systems, Cables for the Renewable Energy sector, Cables for the Extraction, Mining and Petrochemicals sector, Industrial Cables for infrastructure, as well as Optical Fibres and Optical Cables for the development of broadband networks.

In terms of geographical expansion, the Group mainly invests in countries and markets capable of ensuring high rates of growth and profitability.

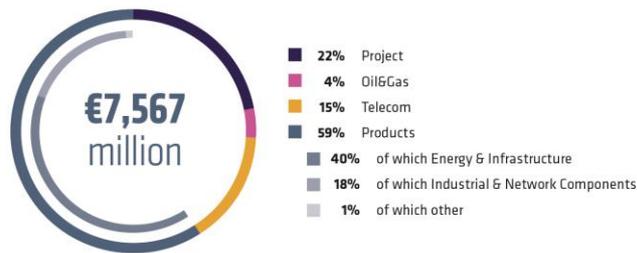
- **Ability to anticipate/satisfy customer needs.**
- **Balanced and sustainable growth.**
- **"Healthy" management and financial discipline.**
- **Transparency, corporate governance and confidence of markets and investors.**
- **Rationalisation and efficiency of industrial and commercial processes.**

OPERATING AND FINANCIAL RESULTS FOR 2016

Overview

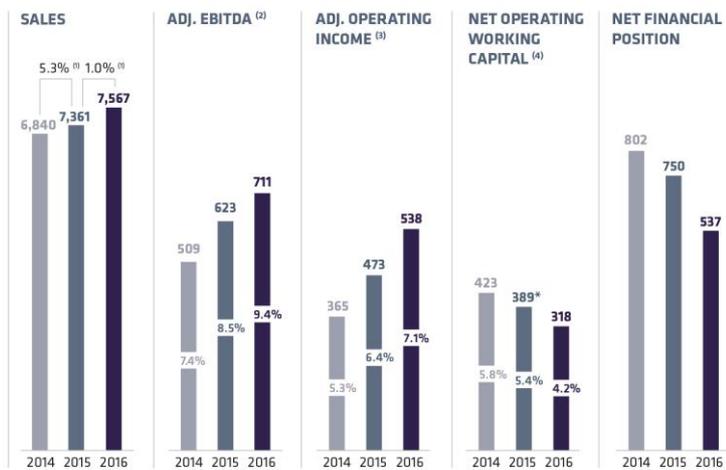


SALES 2016 BY GEOGRAPHICAL AREA



KEY FINANCIALS

Amounts in millions of Euro - Percentages on sales



BUSINESS UNITS AND MAJOR PROJECTS

Through its commercial brands Prysmian and Draka, Prysmian Group, specializes in the design, production, supply and installation of cables for a wide range of applications. The Group is structured in the following operating segments: Energy Projects, Energy Products and Telecom.

Energy Projects

The **Energy Projects operating segment**, includes high-tech and high value-added businesses where the focus is on the project and its execution, as well as on product customization, namely: terrestrial High Voltage, Submarine and SURF, grouping umbilical cables, flexible pipes and down-hole technology cables for the petrochemical industry.

Underground and submarine power transmission

- Prysmian designs, produces and installs high and extra high voltage cables and systems for the *underground and submarine power transmission* directly from power stations to primary distribution grids. The Group develops the most advanced "turnkey" submarine cable systems through Prysmian Powerlink Services Ltd. These systems include installations down to a depth of 2,000 metres laid using the "Giulio Verne" cable-laying vessel, one of the largest and most technologically advanced ships in the world. Prysmian also offers cutting-edge services for constructing submarine energy connections for offshore wind farms, ranging from project management to cable installation, using the Cable Enterprise cable-laying vessel. The Group's technologies for this business include cables for wind turbine operation, cables for connecting the various turbines and for onshore connection.

Energy Products

The **Energy Products operating segment**, includes businesses characterised by the ability to offer a comprehensive and innovative product portfolio that can meet the most diverse market demands: Energy & Infrastructure (including Power Distribution and Trade & Installers) and Industrial & Network Components (including Specialties & OEM, Oil & Gas, Elevators, Automotive and Network Components).

Energy & Infrastructure

- Within the energy *transmission and distribution* field the Group produces medium-voltage cables and systems for connecting industrial and residential structures to primary distribution grids, and low-voltage ones for energy distribution and building wiring. Prysmian solutions are created to support utilities and grid operators, industrial operations, installers and electric power wholesalers. In particular, products developed for the Trade & Installers market are designed for wiring buildings and distributing energy to or within commercial and residential structures. Fire-resistant cables with low emission of toxic gases and smoke enhance one of the most extensive and complete product ranges in the world.

Industrial & Network Components

- The integrated wiring solutions proposed by the Group for the *Industrial market* provide a comprehensive and technologically advanced response to the needs of a broad variety of industrial sectors. For the Specialties and OEM business, Prysmian offers cable systems for various specific industrial applications such as trains, aircraft, ships, seaports, cranes, mining, nuclear, defence and petrochemical industries and include power, instrumentation and control cables for a range of exploration, production, processing and storage activities. Further solutions are developed for the elevator market, such as flexible connectorized and hoistway cables, and for the automotive industry, in which the Group works closely with the major international automotive makers. The product range is completed with *accessories and network components* for connecting cables and other grid elements.

Oil & Gas

The **Oil & Gas Segment** offers a wide portfolio of products specifically designed for this industry, including SURF (Umbilical & Flexible Pipes), Downhole Technology, artificial lift applications and "core" cable solutions to support the sector across the entire supply chain.

Core

- The *core* product offer includes power (high, medium & low voltage) and control & instrumentation cable (including fiber optical applications) system to serve drilling, upstream, midstream and refinery petrochemical applications. The portfolio is completed with a wide range of solutions to comply with offshore and arctic applications.
- The *SURF* product range includes subsea umbilical, both thermoplastic and steel tube, as well as flexible pipes. Assistance to installation & commissioning services are part of Prysmian support to our Customers.
- The full portfolio is well complemented by the range of products in the sector of *Downhole* equipment such as Tube encapsulated cables (TEC), Downhole Fiber Sensing Cables, flatpacks, protectors and artificial lift cables.
- Prysmian state-of-the-art cable systems support many O&G Customers, EPC's and Shipyards. Whether they're deployed in Middle East, Africa, Gulf of Mexico, Brazil, North Sea or Asia, our solutions are helping Customers to optimize the total cost of ownership while delivering high and sustainable performances.

SURF

Downhole

Telecom

The **Telecom operating segment** makes cable systems and connectivity products used in telecommunication networks. The product portfolio includes optical fibre, optical cables, connectivity components and accessories, OPGW (Optical Ground Wire) and copper cables.

Optical Fibre

With centres of excellence in Battipaglia (Italy), Eindhoven (Netherlands) and Douvrin (France), and 4 other production sites around the world, Prysmian Group is a leading manufacturer of the fundamental component of every type of optical cable: optical fibre. A wide range of optical fibres is designed and made to cater to the broadest possible spectrum of customer applications, such as single-mode, multimode and specialty fibres. The Group also has at its disposal every currently available technology for the manufacture of optical fibre, and so is able to achieve optimal solutions for the different applications.

Optical fibres are employed in the production of a wide range of standard *optical cables* or those specifically designed for challenging or inaccessible environments, from underground ducts to overhead electricity lines, from road and rail tunnels to gas and sewage networks.

Telecom solutions

Prysmian Group also supplies passive connectivity solutions that ensure efficient management of optical fibre within networks. Growing demand for higher bandwidth has seen the deployment of optical fibre moving closer to the end user. The Group is extremely active in this rapidly growing sector of the market, known as *FTTx*, where its approach is based on combining existing technologies with innovative, new solutions allowing fibres to be deployed in high-rise buildings and multi-dwelling units. Many of the cables used in FTTx systems feature Prysmian's bend-insensitive BendBrightx optical fibre, which has been specially developed for this application.

Prysmian Group also produces a wide range of *copper cables* for underground and overhead cabling solutions and for both residential and commercial buildings. The product portfolio comprises cables of different capacity, including broadband xDSL cables and those designed for high transmission, low interference and electromagnetic compatibility.

Multimedia Solutions

The Group produces cable solutions serving communication needs in infrastructure, industry and transport for a variety of applications: cables for television and film studios, cables for rail networks such as underground cables for long-distance telecommunications, light-signalling cables and cables for track switching devices, as well as cables for mobile telecommunications antennae and for communication networks.

Market approach

Prysmian Group has perfected a **market approach** over the years that puts the customer at the centre of its strategic, organisational and business choices. Continuous analysis of customer expectations and their evolution over time allows the Group to develop organisational and operating models that result in fast, efficient and targeted responses to the markets concerned.

Customer centricity therefore represents the essence of the Group's approach, which also views factory reliability and supply chain integration as key factors for success.

Partner of the world's key players



Customer centricity, defined as the **ability to anticipate and meticulously satisfy customer needs**, is a hallmark of Prysmian Group's activities and is reflected in its constant presence, from product design through to delivery, and provision of a level of service in line with customer expectations that are constantly monitored against defined, agreed parameters. The Prysmian Group is able to develop solutions that not only meet specific standards but also satisfy precise customer needs. In particular, the Group is able to serve very different segments and markets thanks to its ad hoc matrix organisational structure that lets it have a local presence even for major global projects. This means that markets with high local specificity are served by country commercial and development teams, and that markets with global products and customers are followed by integrated business unit teams, while other segments requiring a local presence and cooperation between countries draw on the matrix structure's potential.

Customer centrality and satisfaction are strategic objectives pursued by having a fast, smooth organisation throughout the supply chain, capable of expediting decision-making and time to market by adapting itself to the needs of the various industries by **continuously investing in innovation**. The Group sets itself increasingly challenging targets, aiming to be a benchmark for quality of service, speed and flexibility, through constant attention to organisational development, training and improving the understanding of market needs.

The concept of **Factory Reliability** makes it possible not only to improve the reliability of planning and the execution of manufacturing output, in terms of both mix and volumes in ever faster response times, but also to have stricter control over inventory levels for every type of stock (raw materials, semi-finished and finished products); this enables the Group to deal effectively and efficiently with upswings and downswings in sales volumes and consequent variation in manufacturing output.

In addition to the Customer Centricity and Factory Reliability propositions, Prysmian Group has also started **Supply Chain Integration projects** with some of its most important global customers with the goal of improving process effectiveness and efficiency throughout the supply chain, from the producers of raw materials and semi-finished products used in manufacturing to the end cable user.



Giulio Verne cable-laying vessel.

Major Projects

Prysmian Group works all over the world on some of the major submarine power interconnection projects for utilities and electrical grid operators. These include the **SAPEI** and recent **MON.ITA.** projects in Italy, as well as the record **Westernlink** project in the United Kingdom, which boasts a number of industry records for voltage (600 kV), the highest rating ever for an insulated cable (2200 MW) and length of route (more than 400 km).

The **Trans Bay, Neptune and Hudson projects** in the United States are illuminating large areas between San Francisco and New York City with energy from different sources, including renewables and natural gas.

The Group is also a world leader in offshore wind farm connections. Prysmian has been involved in major projects completed in recent years throughout Europe, particularly in the United Kingdom, and has also supplied cable solutions to the **SylWin1 wind farm** in Germany, representing an industry milestone with a rating of 864 MW and a record voltage of 320 kV DC.

In the area of underground infrastructure, Prysmian Group has contributed to the construction of **electricity grids** in some of the world's largest metropolises, from New York to Buenos Aires, London to St. Petersburg, and Singapore to Hong Kong.

The Group supports the petrochemicals industry with a comprehensive range of SURF products and services, from umbilical cables for offshore platforms to high-tech flexible pipes for oil drilling, through to the Downhole Technology (DHT) acquired thanks to its union with Draka. A recent contract from Petrobras in Brazil was awarded on the basis of all these technologies, confirming one of the first important advantages of creating the new Group.

In the renewable energy market, Prysmian technologies support the development of some of the most important solar and wind farms in the world, such as the **Ohotnikovo photovoltaic plant** in Ukraine and the principal wind farms in Southern Italy.

The Group's fire-resistant cables can be found at the very heart of the most spectacular, state-of-the-art constructions, like the Wimbledon tennis stadium and the new Shard skyscraper in London, the tallest in Western Europe, or Masdar City in the Arab Emirates, the world's first carbon-neutral city. By cabling the **Burj Khalifa in Dubai**, the world's tallest building at 828 metres high, Prysmian has guaranteed the safety of every one of its 162 floors with elevator cables and fire-resistant cables the length of which is more than 1,300 times the tower's height. In Singapore, Prysmian Group's cable solutions have been used in the **Marina Bay Sands**, the most expensive and luxurious casino resort ever built and one of the most challenging construction projects in the world.

In the Elevator industry, the Group's elevator cables are present in some of the world's tallest or most prestigious buildings, like the new **World Trade Center** being completed in New York City.

In the Transport business, Prysmian has cabled some of the world's biggest aircraft and

Linking power
to the world

ships, like **Airbus 380** and the **Royal Caribbean's GENESIS** fleet, its fastest trains, like those designed by Alstom and Siemens, and its most innovative metro systems, like the one in Istanbul. Furthermore, three million passengers on the **London Underground** travel each day through 275 stations along 400 km of lines, thanks to Prysmian and Draka fire-resistant cables.

By measuring the thickness of land and sea ice, satellites equipped with our cables are able to see the planet constantly and provide detailed images of specific places and evidence of climate change. The Group is proud to be involved in major space projects as a partner of the **European Space Agency**.

Linking
communications to
communities

With a **wide range of fibre solutions for voice, video and data**, continuous investment in R&D and 30 dedicated factories, Prysmian Group is the world's top manufacturer of Telecom cables, which with it contributes to developing the infrastructure of many of the major industry players and which allow the Group to support information flows and communication between communities around the world. High fibre-count ribbon cables are helping the **Australian government** to achieve its goal of creating a Fibre-to-the-Premises network that will connect 93% of the country's residential and commercial buildings. This project confirms Prysmian's central role in the largest infrastructure challenge ever faced in Australia's history.

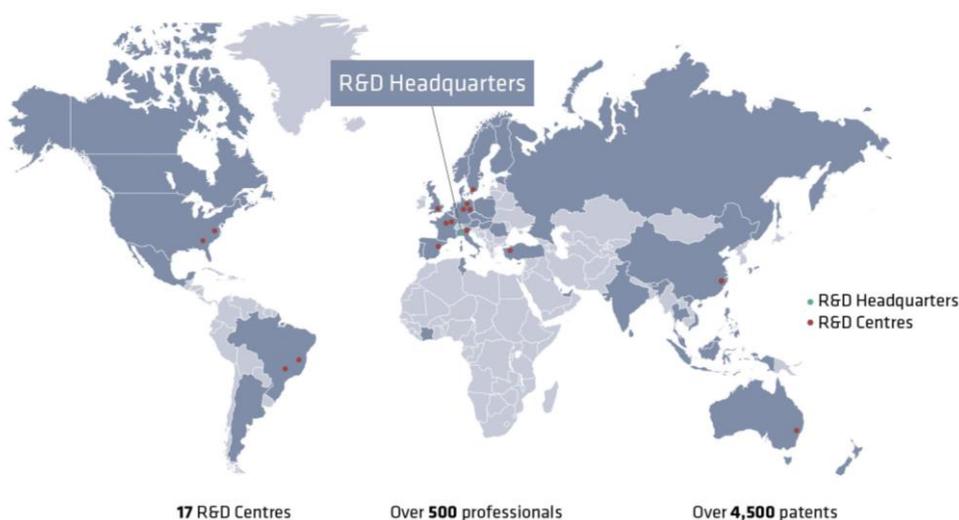
The quality of its optical fibre also allows the Group to meet the most delicate and futuristic challenges. Draka optical fibre cables were chosen for the construction of the **Large Hadron Collider** (LHC), the world's largest particle accelerator at CERN in Geneva. The 1,500 km of cables installed in the tunnel, conveying the vast quantities of data generated by experiments to the supercomputer, have allowed Prysmian Group to receive a Golden Hadron, an award for suppliers that not only meet the needs and requirements of CERN, but also exceed their contractual obligations.

RESEARCH & DEVELOPMENT

Leading change

Ongoing innovation is essential to customers and fundamental for the Prysmian Group's future growth. With 17 Research & Development Centres of Excellence, advanced proprietary technologies, more than 500 skilled professionals and over 4,500 patents granted or filed, the company is equipped with best-in-class R&D capabilities.

PRYSMIAN GROUP R&D CENTRES



Prysmian Group has always attributed key strategic importance to **Research & Development** to maintain its market leadership, by providing its customers with technologically **innovative solutions at increasingly competitive costs**. Spending on R&D in 2016 amounted to approximately €83 million.

The acquisition of Draka has added to the Group's know-how and **expanded its expertise in specific high value-added fields** such as optical fibres, multimedia (for voice, data and video communication) and special cables, elevator systems, cables for aviation applications and cables for the offshore oil industry. Following the integration of Draka's Research and Development activities, the Group now has a central R&D facility in Milan plus 16 Centres of Excellence, where the R&D function develops specific products drawing on local know-how.

In addition, Prysmian has **long-established relationships with major universities and research centres**, including the Polytechnic University in Milan, the University of Pavia, CNR (the National Research Centre) and Trento's Bruno Kessler Foundation in Italy, the University of Delft in the Netherlands, the University of Catalunya in Spain and the National Nanotechnologies Centre in Brazil. In North America, Prysmian is an honorary member of NEETRAC (National Electric Energy Research and Applications Center) at the Georgia Institute of Technology.

Quality

The **quality of the Group's products is assured by strict monitoring of every stage of production**, from the procurement of raw materials to delivery of the finished product. Controls during raw materials procurement involve supplier selection and quality testing of individual supplies, which must be accompanied by special certificates stating their conformity to the standards agreed by contract.

A **rigorous approach to quality** has helped the company to maintain its world-leading position and made a significant contribution to the company's continued

success. Customer satisfaction is the number-one priority for the Prysmian Group and the company's quality initiatives include "zero defects" and "right first time" approaches for all customer-related activities.

Product Innovation

The Group's R&D activities have resulted in the introduction of innovative new products such as:

- The eco-sustainable medium-voltage cable known as P-Laser. This product has an innovative high-performance insulating system (HPTE) that uses fully recyclable thermoplastic materials, and is able to replace commonly used medium-voltage cross-linked polyethylene insulated (XLPE) cables;
- Third Generation Afumex fire-resistant cables, using insulating materials that comply with the safety requirements of the new European Building Directive;
- The "Intelligent Protolon" system, designed for applications in the field of port logistics in order to monitor the state of cable wear and tear;
- Optical fibre phase conductors, a technology that allows optical fibre to be installed within phase conductors of distribution networks that have no protection cables; this opens up the way to build a genuine Smart Grid through a communication channel without bandwidth limitation;
- A range of optical cables developed with micromodule technology that allow the same number of fibres to fit into a narrower cable; beneficial in tight spaces;
- Prycam partial discharge measurement and monitoring system, which allows precise measurement of partial discharges by different network components during normal operation.

PRYSMIAN AND SUSTAINABILITY

Overview

Commitment to environmental protection and to the conservation of natural resources is essential for the Group to **create environmentally sustainable value added**, that benefits both the business and its stakeholders. This approach is expressed not only in the product's intrinsic characteristics, but also in the management of the Group's production systems, where the focus is on prevention and reduction of environmental impact through, for example, efficient use of natural resources, replacement of polluting materials, optimisation of logistics and responsible waste management.

In the evolving scenario, Prysmian has chosen to strengthen its **commitment to a clearer, more transparent and complete communication of its activities**, continuing the process started in 2010 with the publication of the first Sustainability Report. The Prysmian Group confirmed its commitment to sustainability during the last years by **renewing investment** in the search for sustainable products, strengthening the process for developing its human resources and participating actively in projects and initiatives carried out in the public interest, as well as by reducing where possible the environmental impact of its products and production activities.

Main achievements

During 2015, the Group continued to devote ever more attention to Corporate Social Responsibility, in particular by analysing the impact of its activities in a more detailed fashion, by adopting additional KPIs and new policies, by improving disclosure and by implementing stakeholder engagement initiatives. The total **economic value generated** by the Group amounted to €1,710 million in 2016, up 8% on 2015. The Group has continued to devote ever more attention to Corporate Social Responsibility, with the adoption of the new **SDG Sustainable Development Goals** issued by the UN, the definition of a broad set of KPIs covering the three dimensions (namely economic, environmental and social), the adoption of the new **Sustainability Policy** and **Human Rights Policy**, the improved disclosure and reporting system (with the number of GRI indicators included in its Sustainability Report rising to more than 70) and the implementation of stakeholder engagement initiatives. Particular attention has been paid to the position in sustainability indexes, with the Group's scoring in the **Dow Jones Sustainability Index** improving to 76 points (70 points in 2015), **FTSE4Good Index** and **Stoxx ESG Leaders Index** and the participation in the **Carbon Disclosure Project**.

Certifications

As of today, **91%** of the Group's production sites are certified under **ISO 14001** (for environmental management systems) and **73%** under **OHSAS 18001** (for safety management). The parent company's HSE function undertook communication and training initiatives during the year and promoted, at every level of the organisation, the use of tools such as the **"Golden Safety Rules"**, a document endorsed by the CEO and the CFO of Prysmian which contains a brief summary of the main operational rules and reaffirms one of the Group's guiding principles, namely protection of health and safety at work and of the environment. With the activities conducted during 2015 and prior years, Prysmian has laid the foundations for a more conscious and integrated groupwide management of its environmental, health and safety issues.

PEOPLE

Human capital strategy



Prysmian Group views the quality of human resources as a condition for business success. The personnel development programme established by the Prysmian Group involves four main initiatives:

- **Graduate Program**, launched in 2012, is an international programme for the recruitment and induction of new graduates with the objective to contribute to the development of future managers and professionals. Following initial induction and training at the Group's headquarters, the programme envisages job rotation over a period of 12 months in the individual's home country, followed by a further 24 months at a foreign location. After this three-year period, the graduate may be assigned to a junior management role in Italy or abroad;
- **Make It Program**, the international recruitment programme launched in 2015, aimed at engineers and technical staff with manufacturing experience to cover key roles in the manufacturing area in one of the company's centres of excellence located throughout the world. Through a four-year professional pathway, "Make it" offers a top training scheme involving the Prysmian Group Academy, which will focus on further developing the skills essential for the career of the candidates selected;
- **Sell It Program**, launched early 2017, aims at selecting young sales and marketing professionals, with a view to providing them with a three-year professional development path in sales and marketing through dedicated annual training steps;
- **Prysmian Group Academy**, launched in 2012, is an initiative designed to create within the Group an international school for managers and professionals, comprising two principal areas of action: a School of Management intended to strengthen leadership and managerial skills, established in partnership with SDA Bocconi, and a Professional School intended to develop and consolidate technical skills and know-how, guaranteeing the transfer of knowledge from senior experts to more junior colleagues;
- **Talent and Succession Management** is a process designed to improve the management of key people. The specific objective is to identify, develop and retain talent in order to sustain the growth of the business over the long term, and develop and protect critical know-how. This comprises the essential knowledge and skills of individuals needed to assure the constant improvement of product quality, the expansion of markets, the management of customers and the acquisition of new business.
- **Performance Management**, a programme leading to the gradual introduction of performance appraisals. A pilot project for implementation of the new performance appraisal system, known as Prysmian People Performance (P3), was recently launched. The new process, backed by a specific on-line system, is intended to disseminate a Group culture based on the importance of constructive feedback, two-way communications with immediate superiors, the development of individuals and the recognition of merit based on objective criteria.

In 2016, in terms of the development of intellectual capital and talent, the various programs have continued for both employees and potential candidates: over the course of the year, about **1200 employees** passed through the doors of the Prysmian Group Academy, and **Side By Side**, the project to promote diversity within the Group, has been launched. Prysmian has launched a new three-year share participation plan reserved for employees: the plan, named **YES** – Your Employee Shares - has already generated much interest within the Group and, to date, more than 40% of the Group's approximately 20,000 employees in 50 countries have become shareholders.

MANAGEMENT AND THE BOARD



Valerio Battista – Chief Executive Officer (CEO)

Graduated in Mechanical Engineering at Florence University, Valerio Battista is a manager with extensive knowledge and understanding of the industrial sector after more than 20 years of experience, initially with the Pirelli Group and then with the Prysmian Group, of which he took the lead in 2005. He held positions of increasing responsibility in the Pirelli Group, particularly for the restructuring and reorganisation of Pirelli Cavi, which in the period 2002-2004 was taken to being one of the most profitable and competitive in its industry. In 2005 he played a key role in the creation of the Prysmian Group, leading to its flotation in 2007. The Group of which he is currently Chief Executive Officer is world leader in the energy and telecom cables industry, with approximately 19,000 employees and 91 plants around the world.



Pier Francesco Facchini – Chief Financial Officer (CFO)

Pier Francesco Facchini became CFO of our Group in January 2007. He obtained a degree in Business Economics from Bocconi University (Milan) in 1991. His first work experience was with Nestlé Italia where, from 1991 up to 1995, he held different positions in the Management and Finance departments. From 1995 up to 2001, he worked with the Panalpina Group where he held the position of Regional Financial Controller for the Asia-Pacific region. During his career at the Panalpina Group he was also appointed CFO of Panalpina Korea and Panalpina Italia Trasporti Internazionali S.p.A. In April 2001, Mr. Facchini was appointed CFO of the Consumer Services Business Unit of Fiat Auto and from 2003 until November 2006, he held the position of CFO of the Benetton Group.



Fabio Romeo – Chief Strategy Officer

Fabio Romeo has been Chief Strategy Officer since January 2014. After graduating in Electronic Engineering at Milan's Polytechnic University in 1979, he then obtained an M.S. and a Ph.D. in Electrical Engineering and Computer Sciences at the University of California in Berkeley. He began his career at Tema (ENI Group) as Product Manager for its chemical plants and in 1982 he moved to Honeywell as a technical advisor to the Group's CEO. In 1989 he joined Magneti Marelli as Innovation Manager of the Electronics division, later becoming Director of the Electronics Systems division. In 2001 he moved to Pirelli Group, where he held the position of Director in charge of the Pirelli Tyre division's Truck business unit, and Director in charge of the Pirelli Cable division's Utilities business. Director of Prysmian's Energy Cables division since 2005, in 2011 he becomes Executive Vice President Energy Business of Prysmian Group.



Massimo Battaini – Senior Vice President Energy Projects

Massimo Battaini has been Executive Vice President Energy Projects of Prysmian Group since January 2014. He has a degree in Mechanical Engineering from the Polytechnic University of Milan and an MBA from SDA Bocconi (Milan). He started his career in Pirelli Group in 1987 and held various positions in R&D and Operations over an 18-year period. After running the Business Development department for two years, covering the three Business Divisions of Tyres, Energy Cables and Telecom Cables, in 2002 he became Operations Director of Energy Cables and Telecom Cables for Pirelli Group. In 2005 he was appointed CEO of Prysmian UK and in 2011 Chief Operating Officer of Prysmian Group.



Hans Nieman – Senior Vice President Energy Products

Hans Nieman became Executive Vice President for Energy Business Products in January 2014. After graduating cum laude in Literature at the University of Amsterdam he was educated as a diplomat at the Dutch Ministry of Foreign Affairs during several national and international assignments. He switched to the private sector in 1992 and joined the cable industry almost 20 years ago where he held several positions for NKF, Pirelli and Prysmian. In 2002 he took responsibility for the Group's Submarine and High Voltage activities. In 2010 he became CEO of the German activities of Prysmian, a position he held until 2014.



Philippe Vanhille – Senior Vice President Telecom Business

Philippe Vanhille has been Executive Vice President Telecom Business since May 2013. After graduating as a Mechanical Engineer in Lyon (France) in 1989, he began his career as a Research Engineer for Renault Formula 1 development. He moved to the cable industry in 1991 with Alcatel Cable. Over the past 20 years he has held a number of senior operations and general management positions within the cable industry for Alcatel and Draka, successively in the Energy, Copper Telecom and Optical Fibre sectors. He was head of Draka's global Optical Fibre Business Unit at the time of the Prysmian merger, holding the same position within Prysmian Group until his appointment as Executive VP Telecom Business.



Cristiano Tortelli – Senior Vice President Oil & Gas

Cristiano Tortelli has held the position of Senior Vice President Oil & Gas since January 2016. He has a degree in Electronic Engineering and an MBA. He has long experience in the Oil & Gas industry with several international postings in the Middle East, Africa and Russia. He worked for GE Oil & Gas for more than 15 years, holding several key positions including Subsea Chief Commercial Officer, Russia & East Europe CEO, Turbomachinery Global Sales General Manager and West Africa and Middle East Operations General Manager. He then joined the Air Liquide Group in Germany, leading the Engineering & Solution organisation as VP & Chairman.



Andrea Pirondini – Chief Operating Officer (COO)

Andrea Pirondini has been Chief Operating Officer of Prysmian Group since January 2014. He has a degree in Business Administration from Università Commerciale L.Bocconi, Milan. He started his career in Pirelli Group in 1989 holding various positions in the UK, Italy, Turkey, Russia and Egypt over a 24-year period, both in Tyre and Cables&Systems Sectors, where he took part in the restructuring of the industrial system for Energy Cables. In 2012 he was appointed Chief Commercial Officer of Pirelli Tyre, a role he held until December 2013.

**Consiglio di
Amministrazione**

Massimo Tononi (President); Massimo Battaini; Valerio Battista; Pier Francesco Facchini; Fabio Ignazio Romeo (Executive Director); Maria Elena Cappello; Alberto Capponi; Claudio De Conto; Monica de Virgilis; Maria Letizia Mariani; Giovanni Tamburi (Independent Director)

