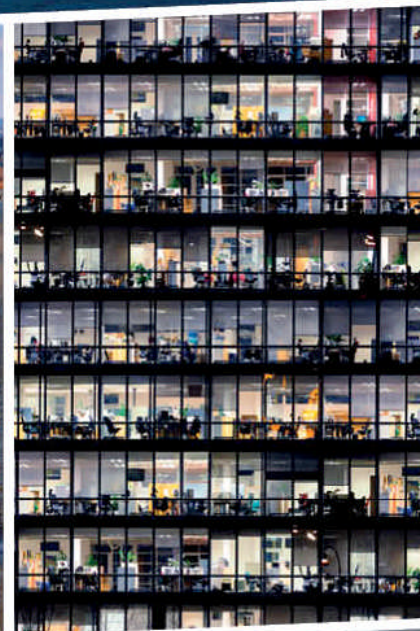




# PRESS KIT



STRONGER PLATFORM TO ENHANCE CUSTOMER SERVICE  
LINKING THE FUTURE LEADING  
WORLDWIDE LEADER  
CUSTOMER SERVICE EXTENDED PRODUCT OFFER  
INDUSTRY 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 over 130 years of experience, sales of about 8 billion euro in 2012, approximately 20,000 employees in 50 countries and 91 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.

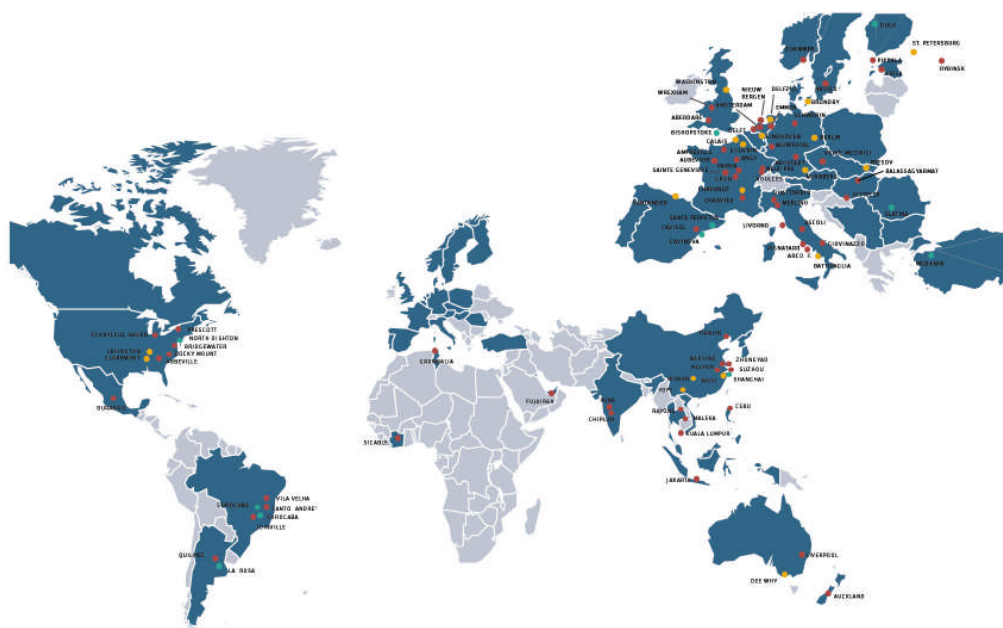
### Energy & Telecom Cables and Systems

In the **Energy industry**, the Group 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.

In the **Telecom industry**, 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 / 91 PLANTS / 17 R&D CENTRES / 20,000 EMPLOYEES



## Building the world's infrastructures

## Mission, Vision & Values

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.

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.

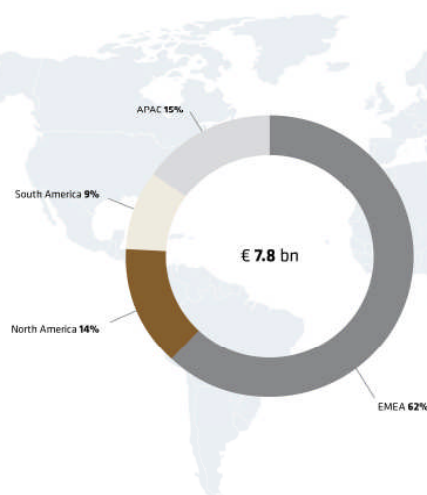
- **Ability to anticipate/satisfy customer needs.**
- **Balanced and sustainable growth.**
- **"Healthy" management and financial discipline.**
- **Transparency, corporate governance and confidence of markets and investors.**
- **Rationalisation and efficiency of industrial and commercial processes.**

## OPERATING AND FINANCIAL RESULTS FOR 2012

### Overview

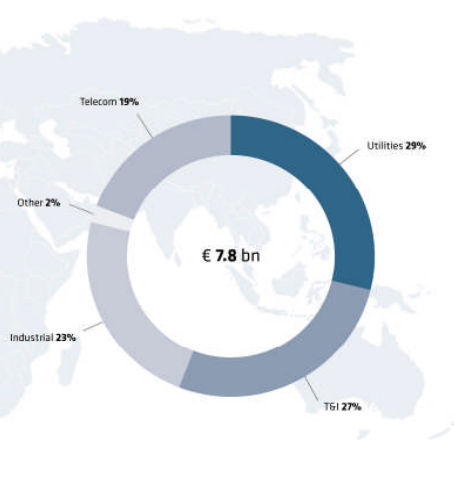
SALES BREAKDOWN FY 2012

BY GEOGRAPHICAL AREA

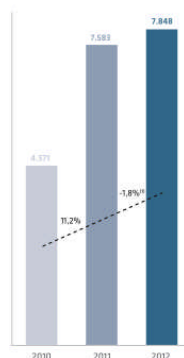


SALES BREAKDOWN FY 2012

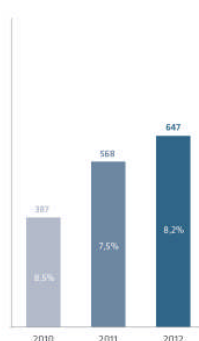
BY BUSINESS AREA



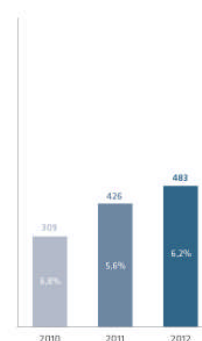
SALES



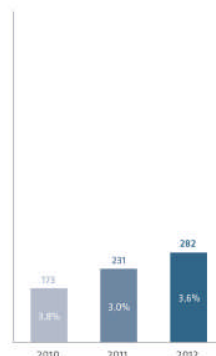
ADJ. EBITDA <sup>(2)</sup>



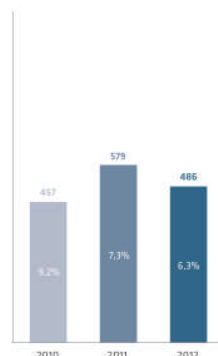
ADJ. OPERATING INCOME <sup>(3)</sup>



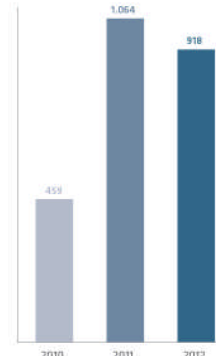
ADJ. NET PROFIT <sup>(4)</sup>



NET OPERATING WORKING CAPITAL <sup>(5)</sup>



NET FINANCIAL POSITION



1) Organic growth: growth net of changes in the group structure, in metal prices and exchange rates. 2012 organic growth is calculated on 2011 pro-forma sales.

2) Adjusted EBITDA is defined as EBITDA before non-recurring income/(expenses).

3) Adjusted Operating Income is defined as Operating Income before non-recurring income/(expenses) and the fair value change in derivatives and in other fair value items.

4) Adjusted Net Profit is defined as net profit/(loss) before non-recurring income/(expenses), the effect of derivatives and of other fair value items, exchange rate differences and the related tax effects.

5) Net Operating Working Capital means Net Working Capital excluding the effect of derivatives. The percentage is calculated as Net Working Capital/Annualised last-quarter sales.

(\*) Draka consolidated from 1 March 2011.

## DIVISIONS AND MAJOR PROJECTS

### Energy Cables and Systems

### Utilities

### Industrial

Prysmian Group is involved in the development, design, production, supply and installation of a wide range of cables for many different applications in the energy and telecom industries. The Group is organised in two operating sectors: Energy and Telecom.

The **Energy business** is divided into the following business areas:

**Utilities** - Prysmian engineers, produces and installs high and extra high voltage cables for underground and submarine *power transmission* directly from power stations or offshore wind farms to the primary distribution grids. The solutions offered include the most advanced "turnkey" submarine cable systems for installation at depths of up to 2,000 metres, possible thanks to the "Giulio Verne", one of the largest and most technologically advanced cable-laying vessels in the world. Through Global Marine Energy and the "Cable Enterprise" cable-laying vessel, the Group also offers high value-added services for the construction of submarine power lines particularly serving offshore wind farms, for which Prysmian Group has the technology to supply wind turbine, inter-array and export cables, along with a full range of services, from project management to cable installation, jointing and protection. In the field of *power distribution*, the Group produces medium voltage cables and systems to connect industrial and residential buildings to primary distribution grids and low voltage ones for power distribution and the wiring of buildings. The product range is completed with *network accessories and components* to connect cables and other network elements.

**Industrial** - The integrated cabling solutions proposed by the Group constitute the most comprehensive and technologically advanced response to the needs of a wide variety of industrial sectors.

- **Renewable** - Active in the wind and solar energy markets, Prysmian Group produces connections for offshore wind farms, with the technology to supply both wind turbine and inter-array cables.
- **Oil & Gas and SURF** - Prysmian Group offers the petrochemicals market solutions for offshore and onshore exploration and production activities, and for hydrocarbon refining. The product range includes low and medium voltage cables, power cables, and instrumentation/control cables; special DHT (Downhole Technology) cables, which include cables to control downhole instrumentation, power cables and hydraulic fluid cables; multipurpose umbilical cables to transport energy, telecommunications, fluids and chemicals, which together with high-tech flexible pipes and ducts for offshore oil drilling, allow the Group to offer the industry a comprehensive range of SURF (Subsea Umbilical, Riser and Flowline) products and services.
- **Automotive** - The Group produces standard and specialist cables for the automotive and transport industry, collaborating with the sector's leading international manufacturers.
- **Elevator** - Prysmian Group produces a wide range of products for the elevator market, such as flexible connectorised cables and hoistway cables, in response to global demand for high-performance, durable and safe cables and parts.
- **Specialties and OEM** - Cable systems for various specific industrial applications such as trains, aircraft, ships, port systems, cranes, mining, nuclear industry, defence and the electromedical sector.

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## Trade and Installers

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**Trade & Installers** – Cables and systems for the trade and installers market for the wiring of buildings and distribution of electricity to or in commercial and residential buildings. Fire-resistant and low smoke halogen-free cables complete one of the widest and most comprehensive product ranges in the world.

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## Telecom Cables and Systems

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### Optical Fibre

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The **Telecom business** 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.

With centres of excellence in Battipaglia (Italy), Eindhoven (Netherlands) and Douvrin (France), and 5 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.

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### Telecom solutions

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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 BendBrightxs 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.

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### Multimedia Solutions

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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.

## Major Projects



*Giulio Verne cable-laying vessel.*

## Linking power to the world

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 **DolWin3 wind farm** in Germany, representing an industry milestone with a rating of 900 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 ships, like 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**.

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Linking  
communications to  
communities

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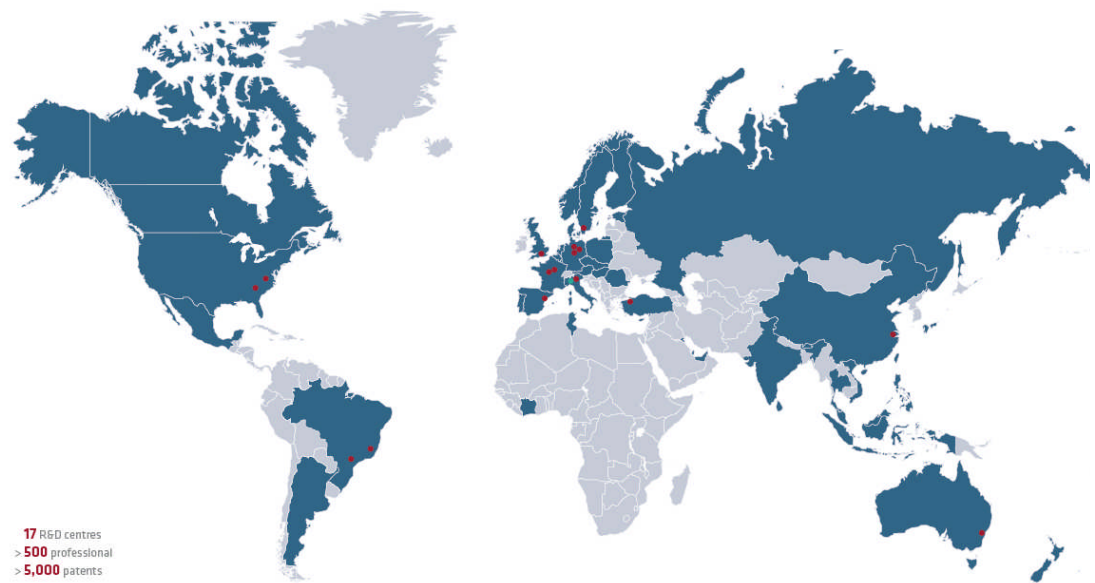
With a **wide range of fibre solutions for voice, video and data**, continuous investment in R&D and 30 dedicated factories, Prysmian Group is the world's top manufacturer of Telecom cables, which with it contributes to developing the infrastructure of many of the major industry players and which allow 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 5,600 patents granted or filed, the company is equipped with best-in-class R&D capabilities.



Different incentive programmes are in place across the Group to source ideas, share knowledge and create an innovative mindset. This helps to achieve not only better and lower-cost products, but also safer and more eco-efficient solutions.

The Prysmian Group 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.

Spending on R&D in 2012 amounted to approximately €68 million. The mission of the Prysmian Group's R&D function is to **identify innovative products and technology**, to add new products and services to the existing range and to reduce production costs for both existing and new products. 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.

### Quality

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.



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## Product Innovation

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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 FOR THE ENVIRONMENT

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.

During 2012, the integration between the Prysmian and Draka HSE functions really got underway, with an updating of the Group's procedures for its environmental management, health and safety systems. One of the main activities involved in this update, led by the parent company's HSE function, was to upgrade the information system that gathers and reports HSE data and information, with the dual purpose of analysing and comparing the different Group entities resulting from the merger so as to align their practices and operating procedures, and of developing consolidated reports to document and monitor significant HSE indicators at Group level.

The indicators for monitoring HSE include energy consumption, waste management, the use of water resources and atmospheric emissions of greenhouse gases. These indicators are reported in the Group's Sustainability Report, in some cases as early as in the 2012 edition. In particular, with regard to greenhouse gas emissions, the Group has started to collect energy consumption data to keep a track of "direct" emissions (arising from the production process), and "indirect" ones (arising from bought-in energy); this process will allow Prysmian to participate in 2013 in the **Carbon Disclosure Project (CDP)**, an international initiative that aims to contribute to the achievement of the Kyoto Protocol's targets for worldwide reduction in greenhouse gases.

### Certifications

During 2012, with the addition of the plant in Auckland, New Zealand, the number of the Group's sites certified under ISO 14001 (for environmental management systems) and OHSAS 18001 (for safety management) reached 82% and 42% of the total respectively.

The parent company's HSE function undertook communication and training initiatives during the year and promoted the use of tools at every level of the organisation, such as the publication of 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 2012 and prior years, Prysmian has laid the foundations for a more conscious and integrated groupwide management of its environmental, health and safety issues.

### Sustainability Report

In this context, Prysmian Group monitors its **environmental, health and workplace safety performance** using qualitative and quantitative measures, some of which are published in the **Sustainability Report**. This document, inspired by the guidelines contained in the **Global Reporting Initiative** internationally recognized, describes not only the Group's performance, but also the existing management models and lines of development for future action.

## PEOPLE

### 4 fundamental processes

Prysmian Group views the quality of human resources as a condition for business success. The HR strategy, developed in connection with the Prysmian-Draka integration process, is based on four fundamental processes:

- **Leadership Alignment.** To ensure a common reference model and consequently effective alliance between the organisation and management in the integration process, with a constant focus on continuous improvement in performance.
- **People Quality Process.** To create a group of talents needed to manage and develop the business.
- **Organizational efficiency.** To achieve adequate standards in terms of synergy and organisational efficiency/effectiveness.
- **Social and internal relation.** To ensure good industrial relations and internal relations (communication), in line with the Group's values and policies.

### Employer branding policies

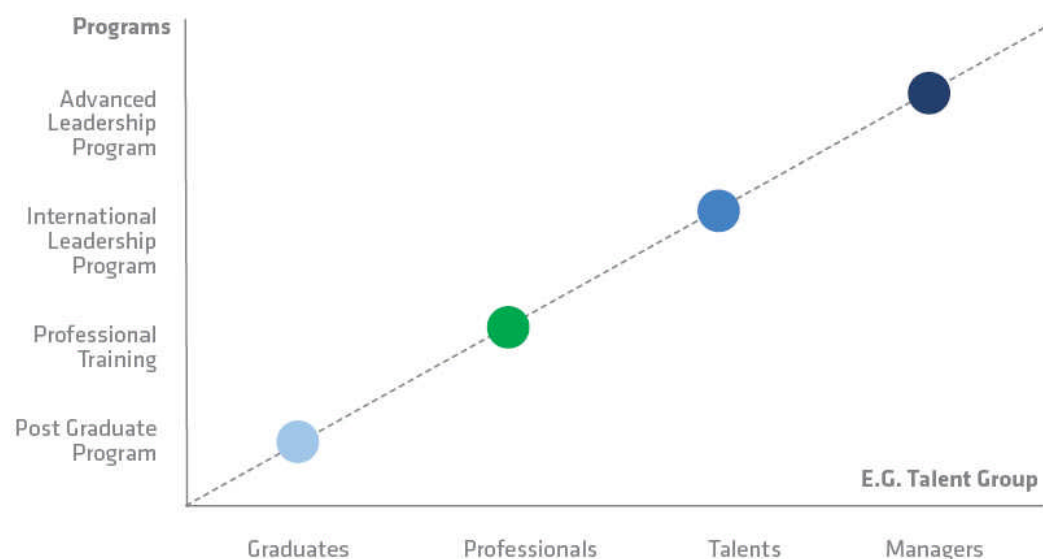
The Group is implementing continuous improvements in terms of human resource search, selection and development, by adopting particularly structured processes aimed to:

- identify and attract pools of qualified candidates able to provide a selection of potential future leaders;
- ensure consistency between the requirements and development of the business;
- establish the right skills, experience and personal qualities necessary for a given role, placing the right people in the right place at the right time;
- ensure the recruitment of people who match the defined profile and organisational values.

### Training and development

Furthermore, training is viewed as an important investment for building, strengthening and developing the Group and so has initiated policies for continuous improvement and development of know-how and skills to provide employees with the necessary tools to achieve business and personal development objectives. A mix of internal and external methods have been used to develop training and development tools and initiatives for management skills (Leadership) and professional skills (Knowledge).

#### Prysmian Group development programs



## 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 20,000 employees and 91 plants around the world.



### **Frank Dorjee – Chief Strategy Officer**

Prior to becoming Chief Strategy Officer of the Prysmian Group, Frank Dorjee was CEO of Draka, a position he had held since January 2010. Prior to this he has been CFO. In his six years at Draka, Frank was instrumental in focusing the company's strategic and financial objectives and in driving its reorganization from a country-based model to a divisional organization structure. Frank joined Draka following a successful tenure as a partner at KPMG and CFO at Van der Moolen. Frank has a Master's degree in business economics and tax law from the University of Amsterdam. He is also a Certified Public Accountant.



### **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.



### **Massimo Battaini – Chief Operating Officer (COO)**

Massimo Battaini has been Chief Operating Officer of Prysmian Group since January 2011. 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, a role he held until December 2010.



### **Fabio Romeo – Executive Vice President Energy Business**

Fabio Romeo has been Executive Vice President Energy Business since July 2011. 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. Between 2004 and 2010 he was the Director of Prysmian's Energy Cables division.



### **Philippe Vanhille – Executive 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.

## Board of Directors

Valerio Battista; Maria Elena Cappello; Cesare D'Amico; Claudio De Conto; Giulio Del Ninno; Frank Franciscus Dorjee; Pier Francesco Facchini; Friedrich Wilhelm Fröhlich; Fabio Ignazio Romeo; Giovanni Tamburi; Massimo Tononi.



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TO ENHANCE CUSTOMER