

2020 FULL YEAR RESULTS



NEXANS
STEERED FOR GROWTH

2020

CHRISTOPHER GUÉRIN, CEO
JEAN-CHRISTOPHE JUILLARD, CFO

17 FEBRUARY 2021
PARIS

**NEXANS
STEERED FOR GROWTH**

2020

#01

Steady EBITDA performance unlocking value creation

#02

Outperformance in ROCE and free cash flow

#03

Nexans transformation anchored

SAFE HARBOUR

This presentation contains forward-looking statements which are subject to various expected or unexpected risks and uncertainties that could have a material impact on the Company's future performance.

Readers are also invited to visit the Group's website where they can view and download the 2020 annual results press release as well as the 2020 financial statements and Nexans Universal Registration Document, which includes a description of the Group's risk factors.

In addition to the risk factors described in Section 3.1 of the 2020 Universal Registration Document, the uncertainties for 2021 mainly include:

- The impact of protectionist trade policies globally, as well as growing pressure to increase local content requirements;

- Geopolitical and political instability, particularly in certain countries, cities or regions such as Qatar, Libya, Lebanon, Iraq, the Persian/Arabian Gulf, Hong Kong, Ivory Coast and Nigeria;
- The instability of banking system in Lebanon and uncertainties on the Lebanese pound;

- The impact that the coronavirus pandemic and the adoption by State authorities, in many countries around the world, of national restrictive measures (including prolonged measures to control the pandemic such as travel bans, curfews and country lockdowns) in particular in the context of further waves of the pandemic in countries around the world together with the appearance of variants to the coronavirus (including in UK, Brazil and South Africa) could have on our Group's

business prospects, operating profit and financial position;

- The increase in credit risk in certain countries (including Brazil, Morocco and Turkey) in the context of the coronavirus pandemic;

- Political, social and economic uncertainty in South America, such as in Brazil, Venezuela and Bolivia, which is i) affecting the building market as well as major infrastructure projects in the region (such as the Maracaibo project in Venezuela), ii) creating exchange rate volatility and iii) increasing the risks of customer default;

- A marked drop in non-ferrous metal prices resulting in the impairment of Core exposure (non-ferrous metal owned by Nexans and integral part of the production chain), not having an impact on cash or operating margin, but impacting net income. Such marked drop in

non-ferrous metal prices might occur in particular in the context of further waves of the coronavirus pandemic;

- In the current context of marked increase in non-ferrous metal prices, should this increase trend continues it might have an impact of the non-ferrous market which could potentially lead to rarefaction of non-ferrous metal offers;

- The sustainability of growth rates of the fiber and copper structured cabling (LAN) market and the Group's capacity to seize opportunities relating to the move to higher performing categories in this market;

- The speed of deployment of "ftth" ("fiber to the home") solutions in Europe and North West Africa and the Group's capacity to seize opportunities relating to the development of this market;

- The impact of the coronavirus pandemic on the aeronautic industry which has led our customers to revisit their order books for the coming months and years;

- The fact i) that automotive sales may continue to be adversely affected in the context of the coronavirus pandemic on a global basis with issues in components supplies and slower recovery of the cars demand, as well as that ii) the progress of electrical propulsion solutions will penetrate markets slower than predicted;

- Fluctuating oil and gas prices, and the downturn in the Oil & Gas sector which have lead Oil & Gas sector customers to revise their exploration and production capex programs. The considerable uncertainty about the implementation of these customers' capex programs may also affect the

Group's ability to plan for future means of producing cables and umbilicals for these customers, and for imposing changes to the agreed delivery schedules for contracted projects in the context of the coronavirus pandemic.

- The risk of the award or entry into force of subsea and land cable contracts being delayed or advanced, which could interfere with schedules in a given year;

- Inherent risks related to i) carrying out major turnkey projects for high-voltage cables, which will be exacerbated in the coming years as this business becomes increasingly concentrated and centered on a small number of large-scale projects, ii) the high capacity utilization rates of the plants involved, iii) the projects' geographic location and the political, social and economic environments in the

countries concerned (such as Philippines for Visayas-Mindanao project);

- The inherent risks associated with major capital projects, particularly the risk of completion delays and the risks of delays to win projects to fill the new capacities. These risks notably concern the construction of a new subsea cable laying ship, the transformation of the Charleston plant in North America to produce subsea high voltage cables, two projects that will be instrumental in ensuring that we meet our objectives;

- The challenges created by the coronavirus pandemic (with subsequent measures taken by national States such as country lockdowns or travel bans) for the performance of projects in countries like the United States (e.g. to meet the defined manufacturing schedule in

Charleston) as well as for turnkey projects such as Seagreen (United Kingdom) and Visayas-Mindanao (Philippines) and onshore projects in Europe.

Without having major operational impacts, the two following uncertainties may have an impact on the financial statements:

- Sudden changes in metal prices that may affect customers' buying habits in the short term;

- The impact of foreign exchange fluctuations on the translation of the financial statements of the Group's subsidiaries located outside the euro zone.

NB: Any discrepancies are due to rounding.

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AGENDA

#01 HIGHLIGHTS

#02 MAIN ACHIEVEMENTS

#03 KEY FINANCIALS

#04 OUTLOOK

#05 APPENDICES

01

HIGHLIGHTS

CHRISTOPHER GUÉRIN
CEO

FY 2020: NEXANS STEERED FOR GROWTH



#01

FOCUS ON VALUE UNLOCKING PERFORMANCE

Steady EBITDA supported by continuous cost savings and selective growth

ROCE exceeds expectations at 10.2%

#02

NEW CASH MANAGEMENT METHODS EMBEDDED

Free Cash Flow outruns targets and Net Debt at 10-year low

Outstanding improvement of Operating Working Capital thanks to SHIFT Program

#03

TRANSFORMATION ANCHORED

Disciplined execution, dedicated team and engaged customers

Nexans steered for next strategic plan

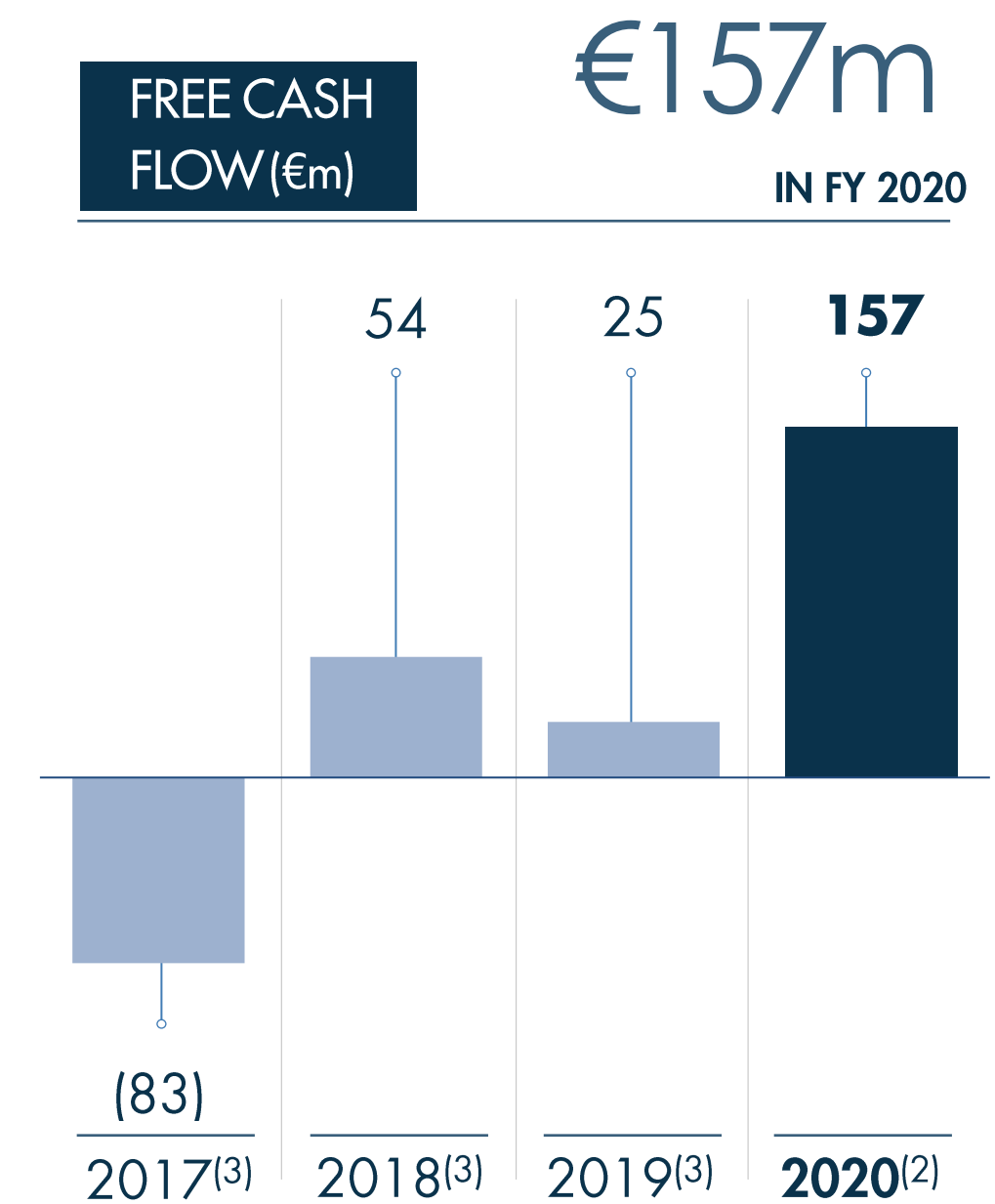
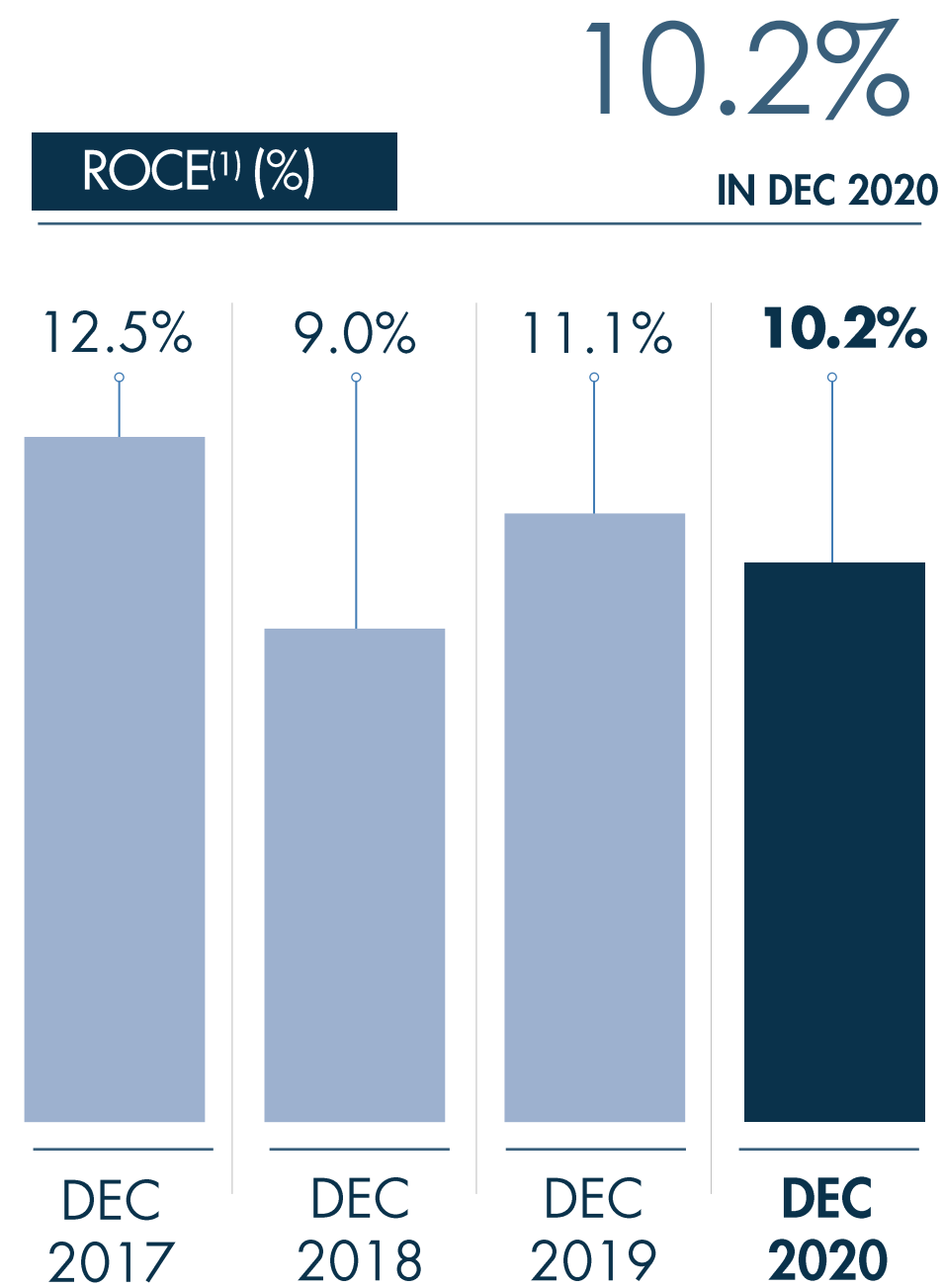
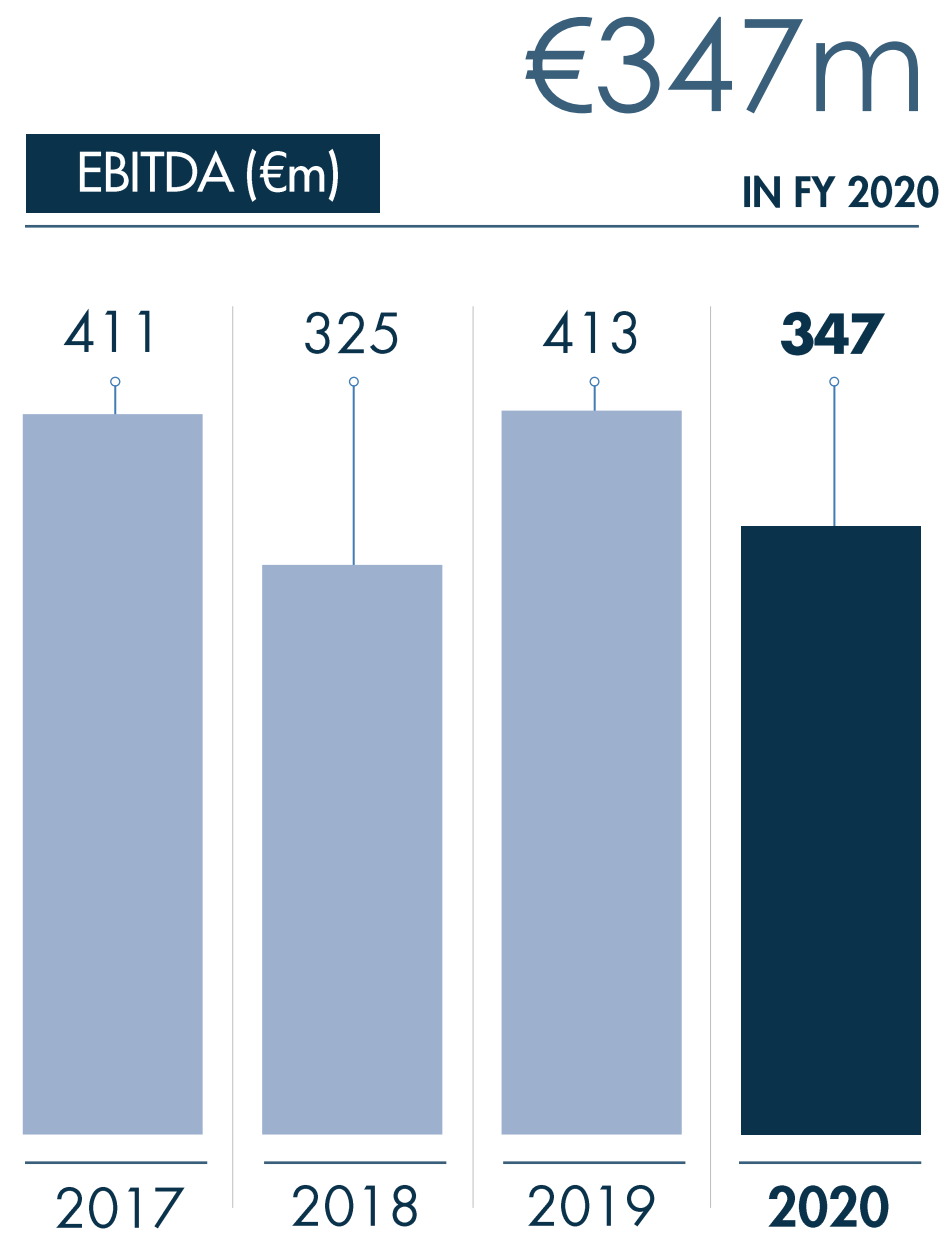
FY 2020: DEMONSTRATING SUCCESSFUL TRANSFORMATION AND MORE

OBJECTIVES	2020 GUIDANCE ⁽¹⁾	2020 PERFORMANCE
EBITDA	Between €320 & 360m	€347m IN LINE
ROCE⁽²⁾	Between 8% & 10%	10.2% OUTSTANDING
FREE CASH FLOW	Between €50 & €100m ⁽³⁾ excl. M&A Between €200 & €250m ⁽⁴⁾ incl. M&A	€157m ⁽³⁾ OUTSTANDING €310m ⁽⁴⁾
ESG COMMITMENTS	3 Pillars for a sustainable future	 ON TRACK

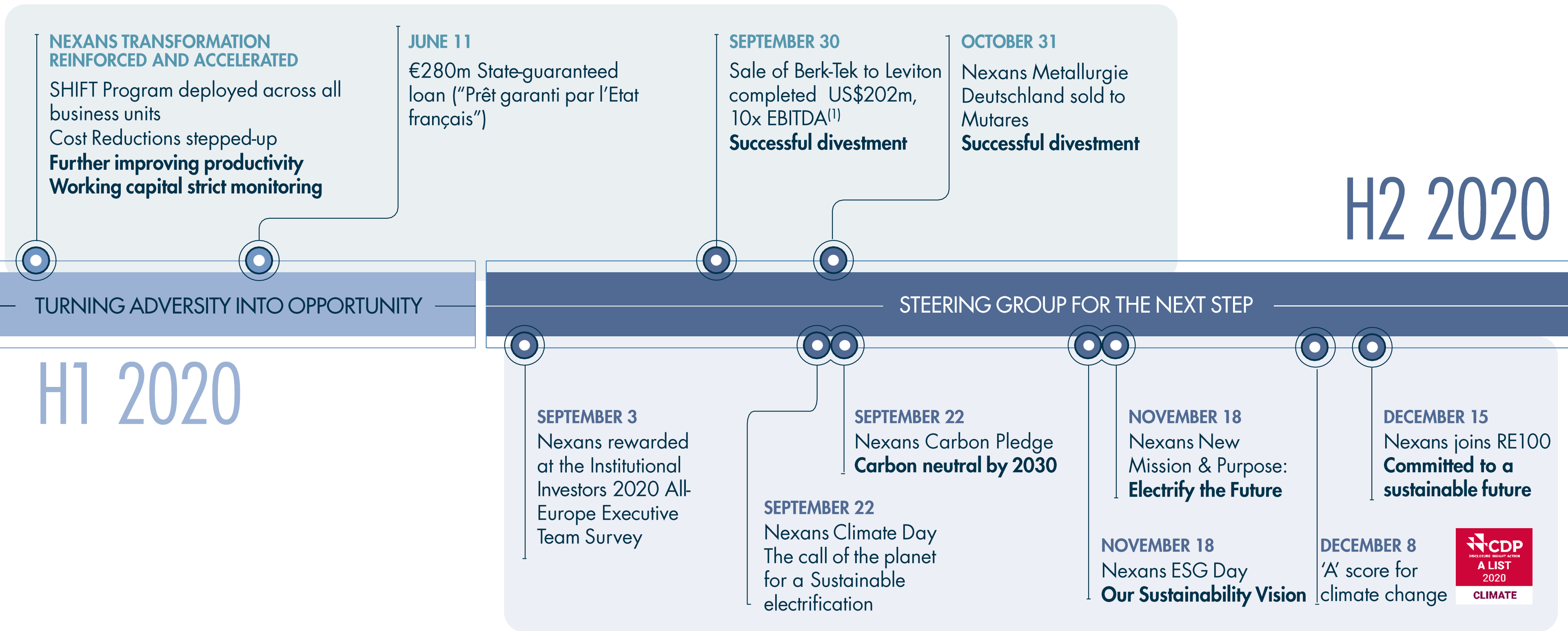
(1) As per 2020 third quarter financial information November 5, 2020
 (2) 12 months Operating Margin on end of period Capital Employed, excluding antitrust provision
 (3) Excluding M&A and equity operations
 (4) Including M&A and equity operations

FY 2020: FINANCIAL HIGHLIGHTS

UNLOCKING VALUE AND STEPPING-UP CASH GENERATION



FY 2020: NEXANS PAVING THE WAY FOR GROWTH



02

MAIN ACHIEVEMENTS

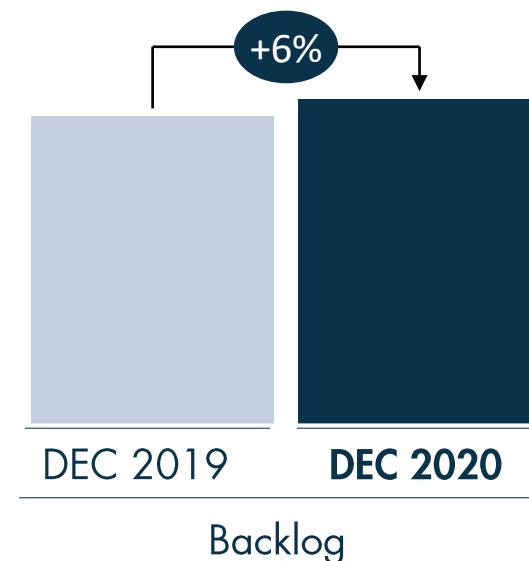
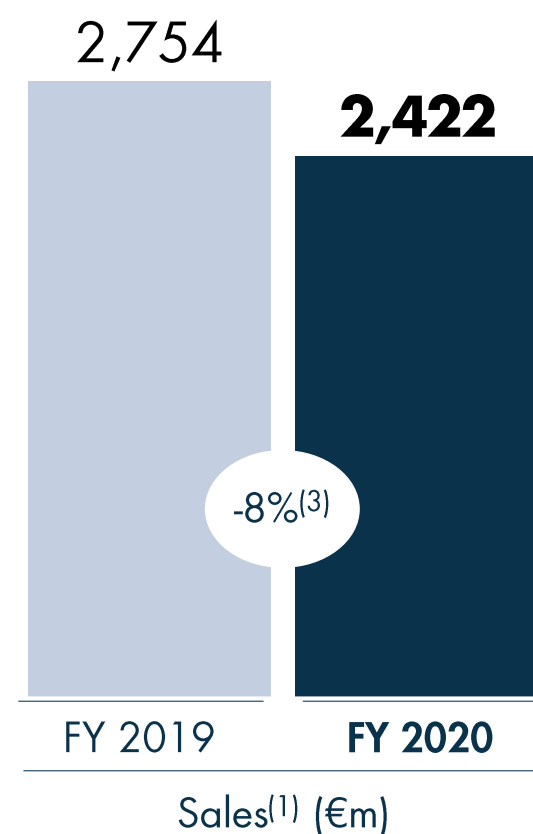
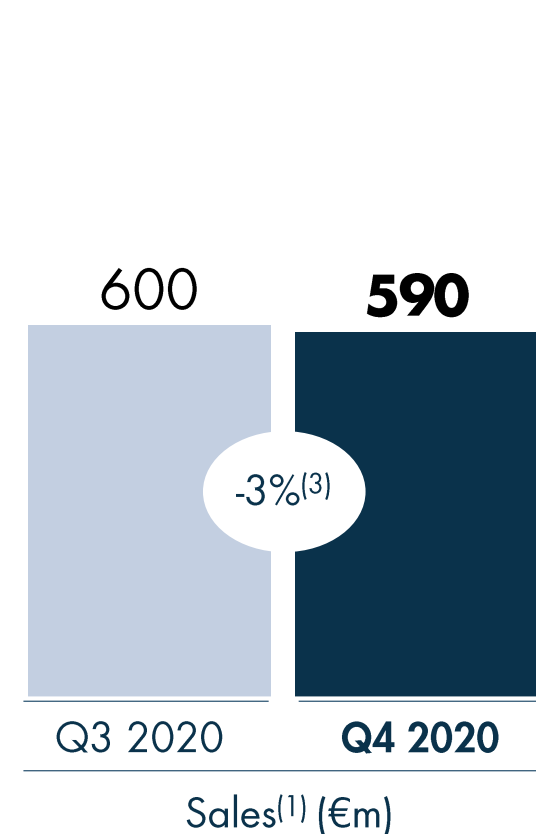
CHRISTOPHER GUÉRIN
CEO

RESILIENT SALES IN BUILDING & TERRITORIES SUPPORTED BY TERRITORIES BEST-IN-CLASS HIGH VOLTAGE & PROJECTS SELECTIVE GROWTH MODEL

BUILDING & TERRITORIES

BUILDING: Sales impacted by Covid-19 lockdown measures and increased customer selectivity

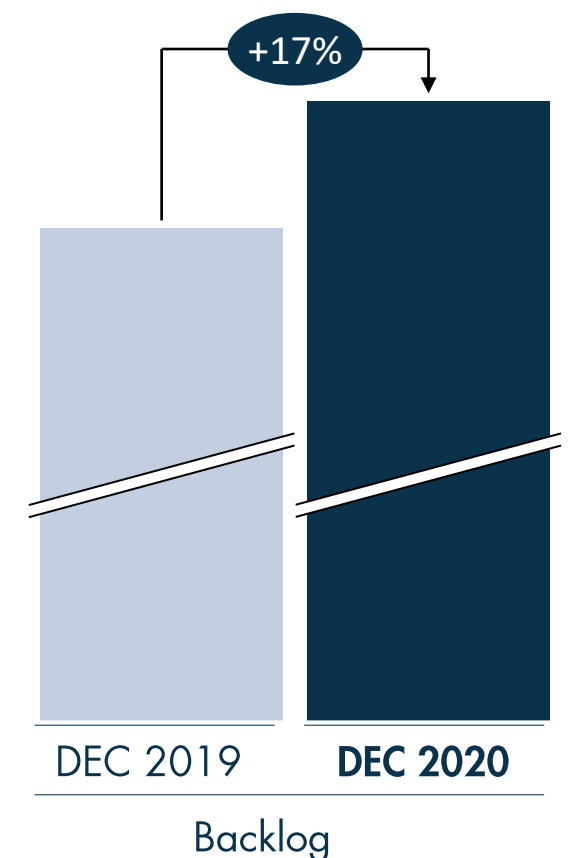
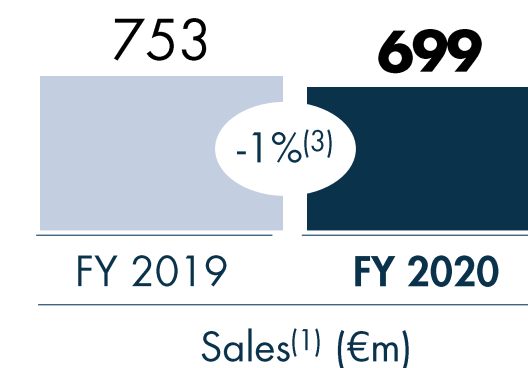
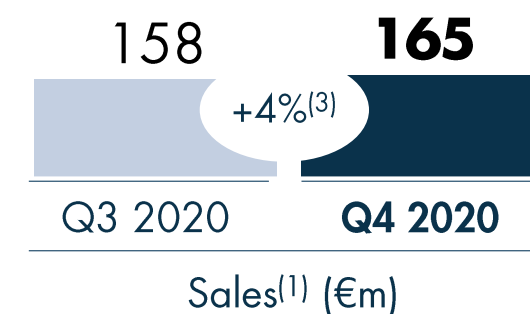
TERRITORIES (UTILITIES): Resilient activity throughout the year, supported by grid modernization and client frame-agreements



HIGH VOLTAGE & PROJECTS

SUBSEA HIGH-VOLTAGE: Performance in line with well-balanced and low-risk €1.4 bn adjusted backlog⁽²⁾ and the activity benefitted from sound project execution

LAND HIGH-VOLTAGE: Breakeven as planned
FULL EPCI TURNKEY MODEL: Well positioned to capitalize on energy transition



INDUSTRY & SOLUTIONS AND TELECOM SALES IMPACTED BY COVID-19

STRONG RECOVERY IN H2 2020 FOR AUTO HARNESES AND SOUND GROWTH IN 2020 FOR SPECIAL TELECOM

INDUSTRY & SOLUTIONS

WIND TURBINES: Solid momentum thanks to Nexans' leading position in the OEM market

TRANSPORT⁽²⁾: Mixed organic growth, while Rolling Stock remained stable, Aerospace & Defense is challenged by pandemic

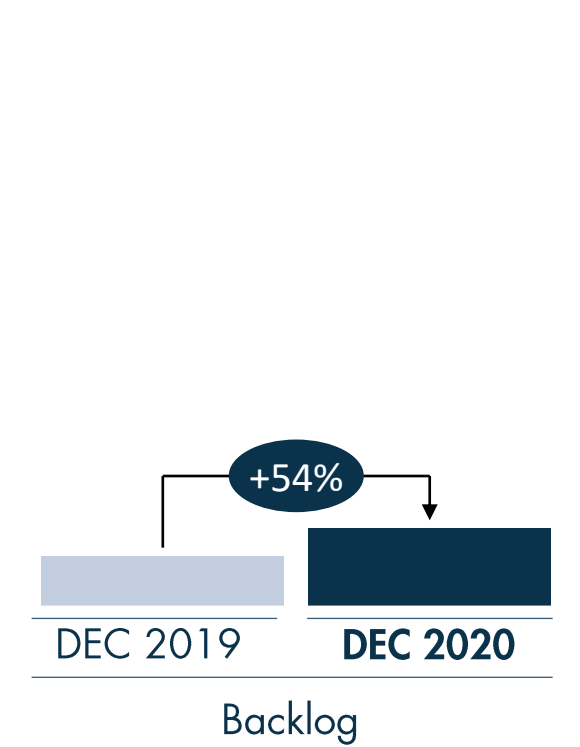
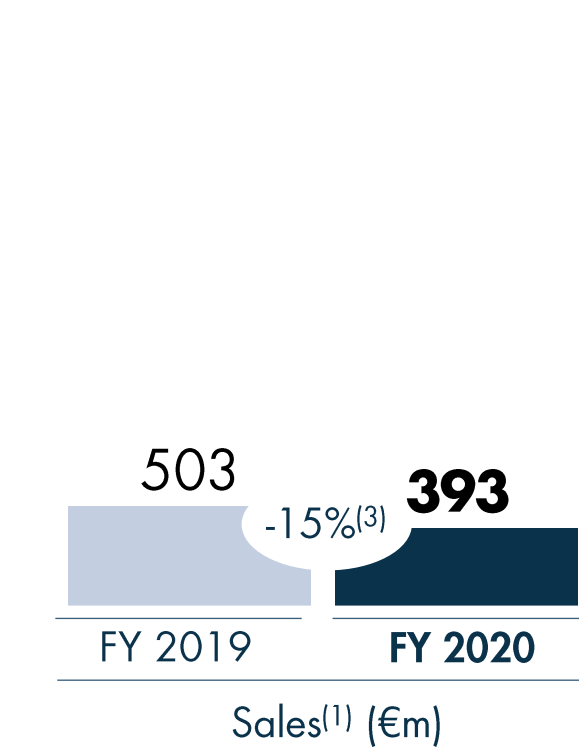
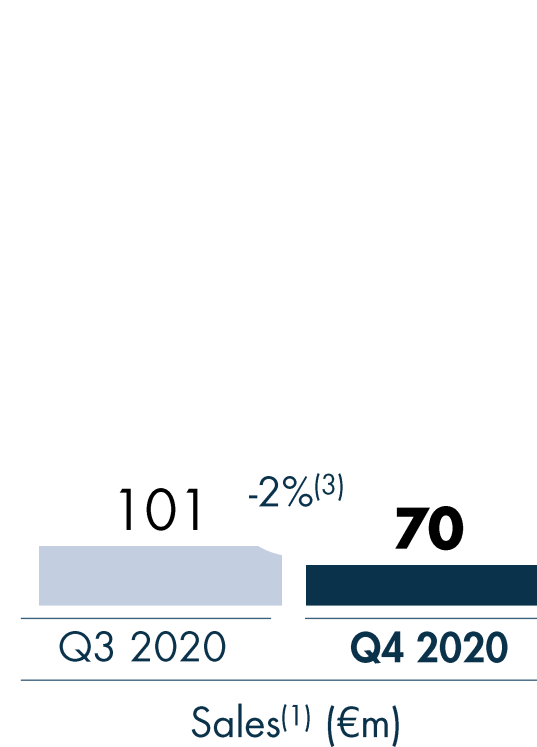
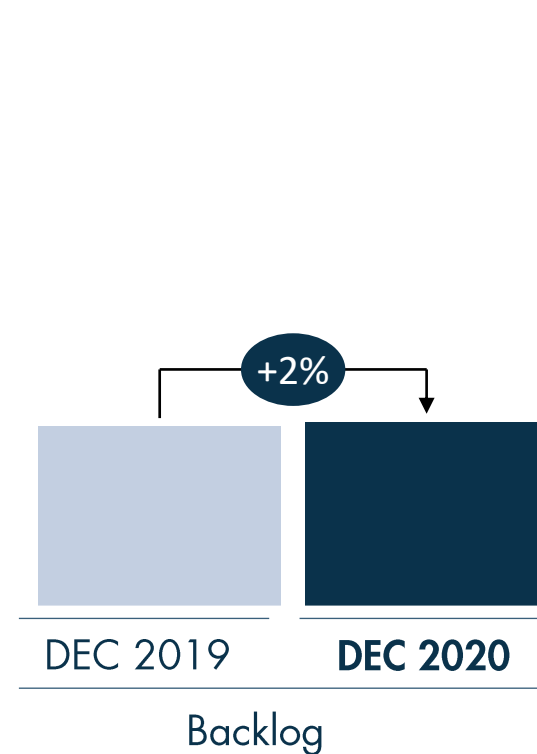
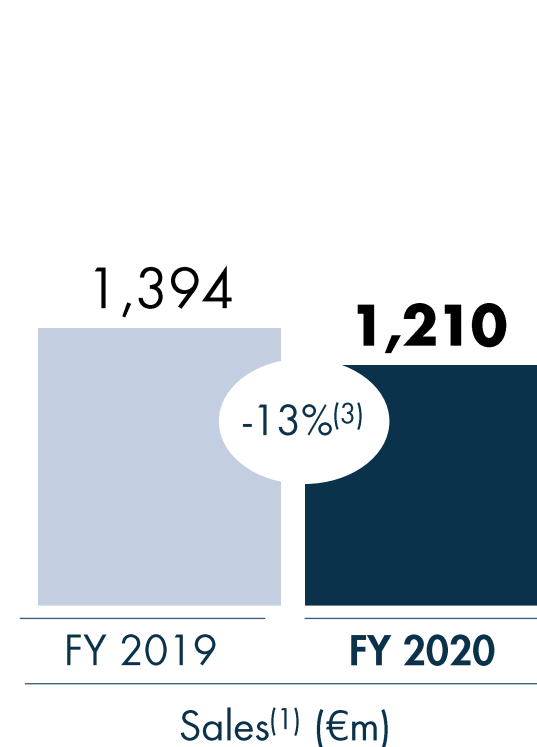
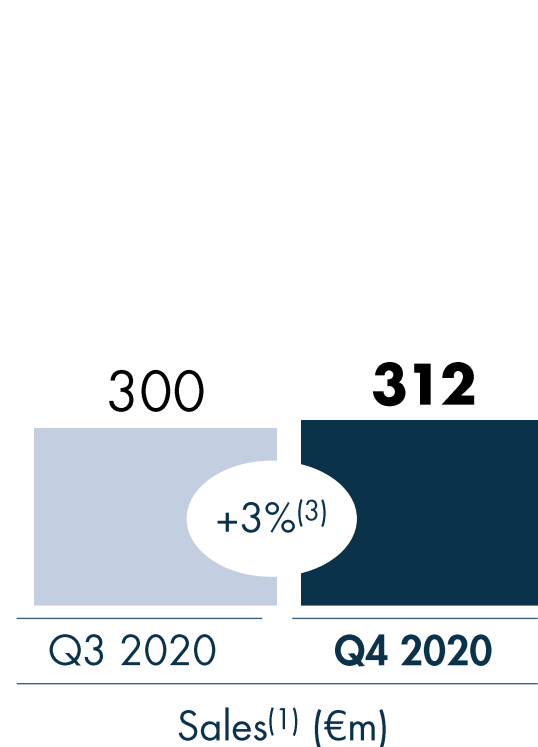
AUTOMOTIVE HARNESES: Strong recovery in H2 2020 thanks to record Q4

TELECOM & DATA

LAN CABLES AND SYSTEMS: Slowdown in line with challenging market and Berk-Tek divestment

TELECOM INFRASTRUCTURE: Weak optical fiber equipment orders due to Chinese competition and installation capacity constraints

SPECIAL TELECOM (SUBSEA): Organic growth supported by solid fundamentals



STRENGTHENING OUR STRATEGIC CAPEX TO ADDRESS BUOYANT OFFSHORE WIND FARM AND INTERCONNECTION MARKET

FULL EPCI LAND/SUBSEA INTEGRATED SOLUTIONS

CHARLESTON, USA



- Progress:**
close to 90% upgrade, €40m capex pushed into 2021
- Delivery date:**
fully operational by the summer 2021
- Projects:**
- Offshore Wind Farm Seagreen (started Summer 2020)
 - Ørsted (up to 1,000 km of export cables up to 2027)

AURORA, NORWAY



- Progress:**
close to 95%, ready for final vessel certification
- Delivery date:** May 2021
- Projects:**
- Offshore Wind Farm Seagreen (UK) installation starting Q3 2021

R&D

- 400 experienced R&D engineers
- AC & DC cable technologies expertise

FEED⁽¹⁾ & ENGINEERING

- Early engagements and long term partnerships with customers
- Design capabilities

MANUFACTURING

- 3 state of the art cable manufacturing facilities in the USA, Norway and Japan
- MI and XLPE cables

PROJECT MANAGEMENT

- Turnkey projects and solid risk management know-how

INSTALLATION

- 2 proprietary vessels: **Skagerrak** in service and **Nexans Aurora** newbuild

MAINTENANCE

- Inspection, Maintenance and Repair services

HIGH-VOLTAGE & PROJECTS: GOOD EXECUTION AND VISIBILITY UNDERPINNED BY STRONG SUBSEA BACKLOG AND PROJECT PIPELINE

~80% PLANT LOAD FOR THE NEXT 2 YEARS

HALDEN, NORWAY:

● Capacity ● Load

TOTAL CAPACITY:



- North Sea Link
- Mindanao Vizayas
- Mallorca-Menorca
- Lavrion Syros
- Hornsea 2
- Dolwin 6
- Balsfjord
- Seagreen
- Crete-Attica
- Marjan Increment
- Saint-Brieuc

TOTAL CAPACITY:



- North Sea Link
- Hornsea 2
- Dolwin 6
- Seagreen
- Crete-Attica
- Marjan Increment
- Saint-Brieuc
- Mindanao

TOTAL CAPACITY:



- Dolwin 6
- Seagreen
- Crete-Attica
- Marjan Increment
- Saint-Brieuc

2020

2021

2022

CHARLESTON, USA:

● Capacity ● Load

TOTAL CAPACITY:



- Seagreen

TOTAL CAPACITY:



- Seagreen

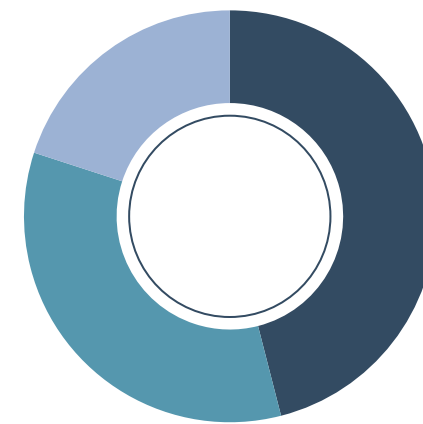
TOTAL CAPACITY:



- Ørsted projects

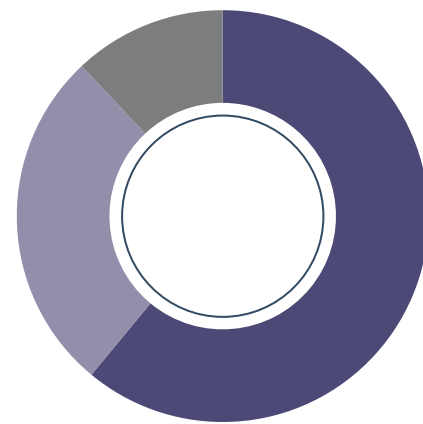
€1.4bn SUBSEA BACKLOG⁽¹⁾
WELL-BALANCED & LOW-RISK

NEXANS BACKLOG BY MARKET SEGMENT



- Offshore Wind Farm
- Interconnectors
- Others

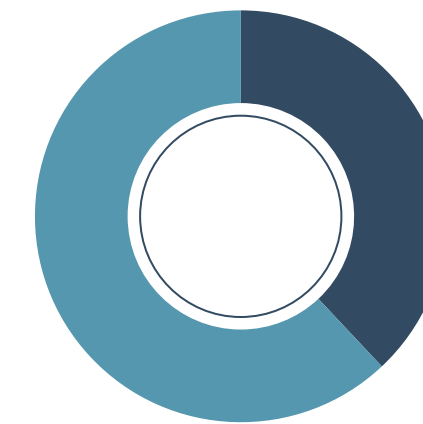
NEXANS BACKLOG BY TECHNOLOGY OF CABLE



- AC
- DC
- Other

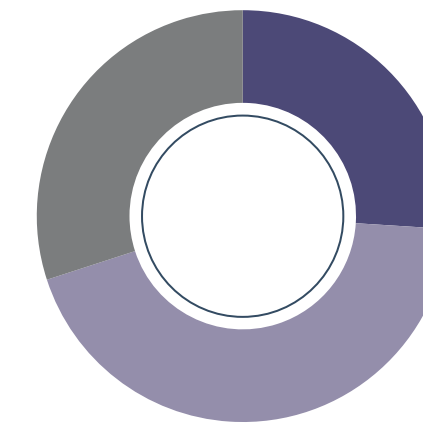
+€1.3bn PIPELINE⁽²⁾

PIPELINE BY MARKET SEGMENT



- Offshore Wind Farm
- Interconnectors

PIPELINE BY TECHNOLOGY OF CABLE



- AC
- DC
- MI (DC not extruded)

COST REDUCTIONS AND WORKING CAPITAL IMPROVEMENT EXCEEDING TARGETS

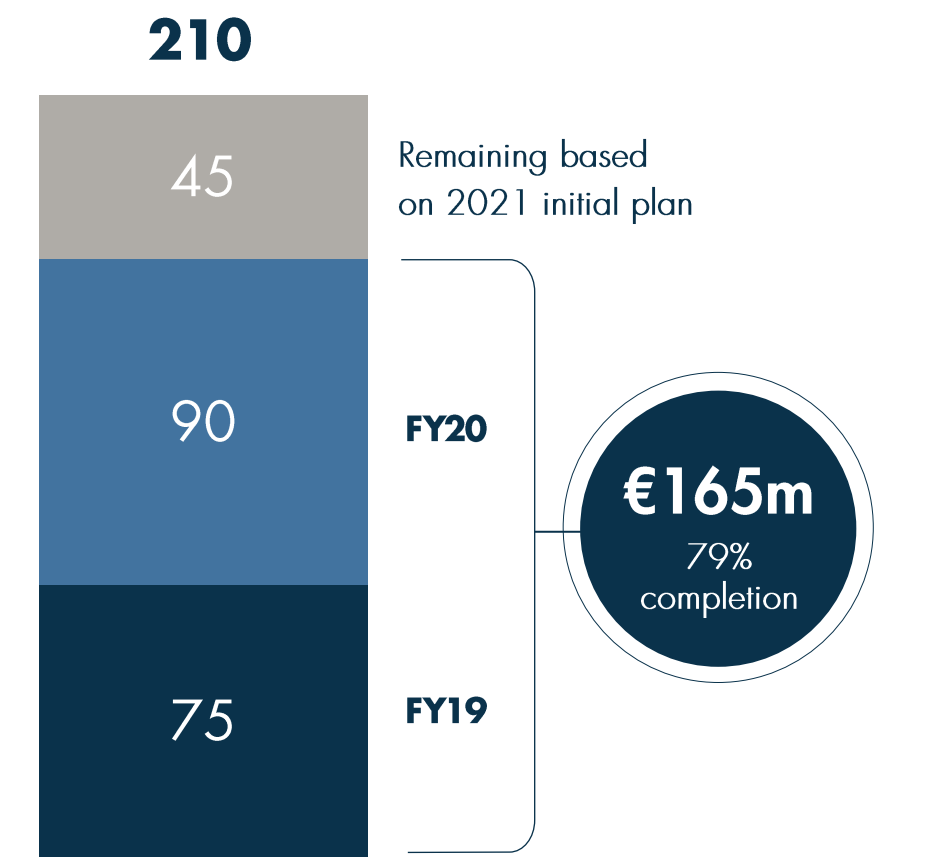
KEY ENABLER TO WEATHER THE STORM AND UNLOCK VALUE

LEANER AND MORE AGILE GROUP

<p>FIXED COSTS REDUCTION & REORGANIZATION (€120m)</p> <p>Leaner, rationalized & cost effective organization</p> <p>RESTRUCTURING PROJECT</p> <p>Progress vs. 2020 ambition: OUTSTANDING</p> <p>●●●●●●○</p>	<p>INDIRECT SPEND REDUCTION (€30m)</p> <p>Revamped and amplified due to Covid-19</p> <p>INDIRECT COST REDUCTION</p> <p>Progress vs. 2020 ambition: IN LINE</p> <p>●●●●●○</p>	<p>PRODUCTIVITY (€60m)</p> <p>Margin improvement through cost reallocation, manufacturing variances improvement</p> <p>MANUFACTURING & OWC PERFORMANCE</p> <p>Progress vs. 2020 ambition: IN LINE</p> <p>●●●●●○</p>	<p>WORKING CAPITAL LARGE-SCALE REDUCTION</p> <p>Focus on Cash conversion (SHIFT Methods) 80% structural operating working capital improvement</p> <p>WORKING CAPITAL</p> <p>Progress vs. 2020 ambition: OUTSTANDING</p> <p>●●●●●●○</p>	<p>CAPEX REENGINEERING</p> <p>Strategic capex on HV & Projects (Aurora and Charleston) Other capex (maintenance, safety and environment)</p> <p>CAPEX</p> <p>Progress vs. 2020 ambition: IN LINE</p> <p>●●●●●○</p>
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COST REDUCTION FINANCIAL SAVINGS FY 2020

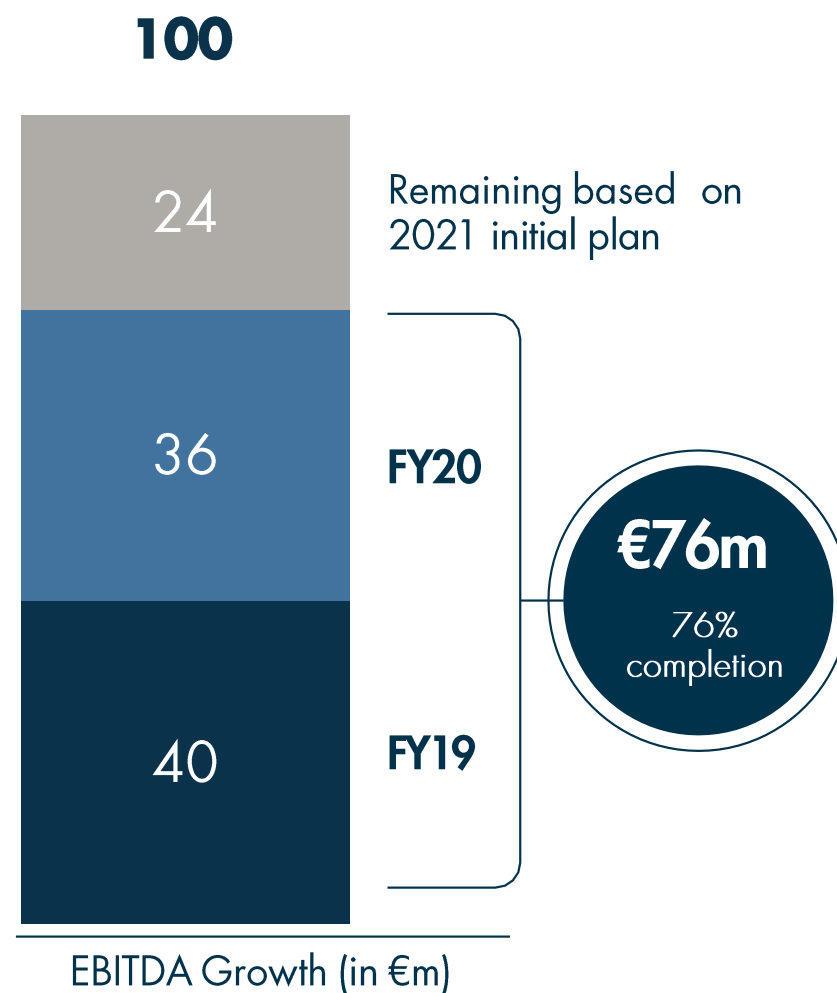
Restructuring implementation in Europe started in September 2019.



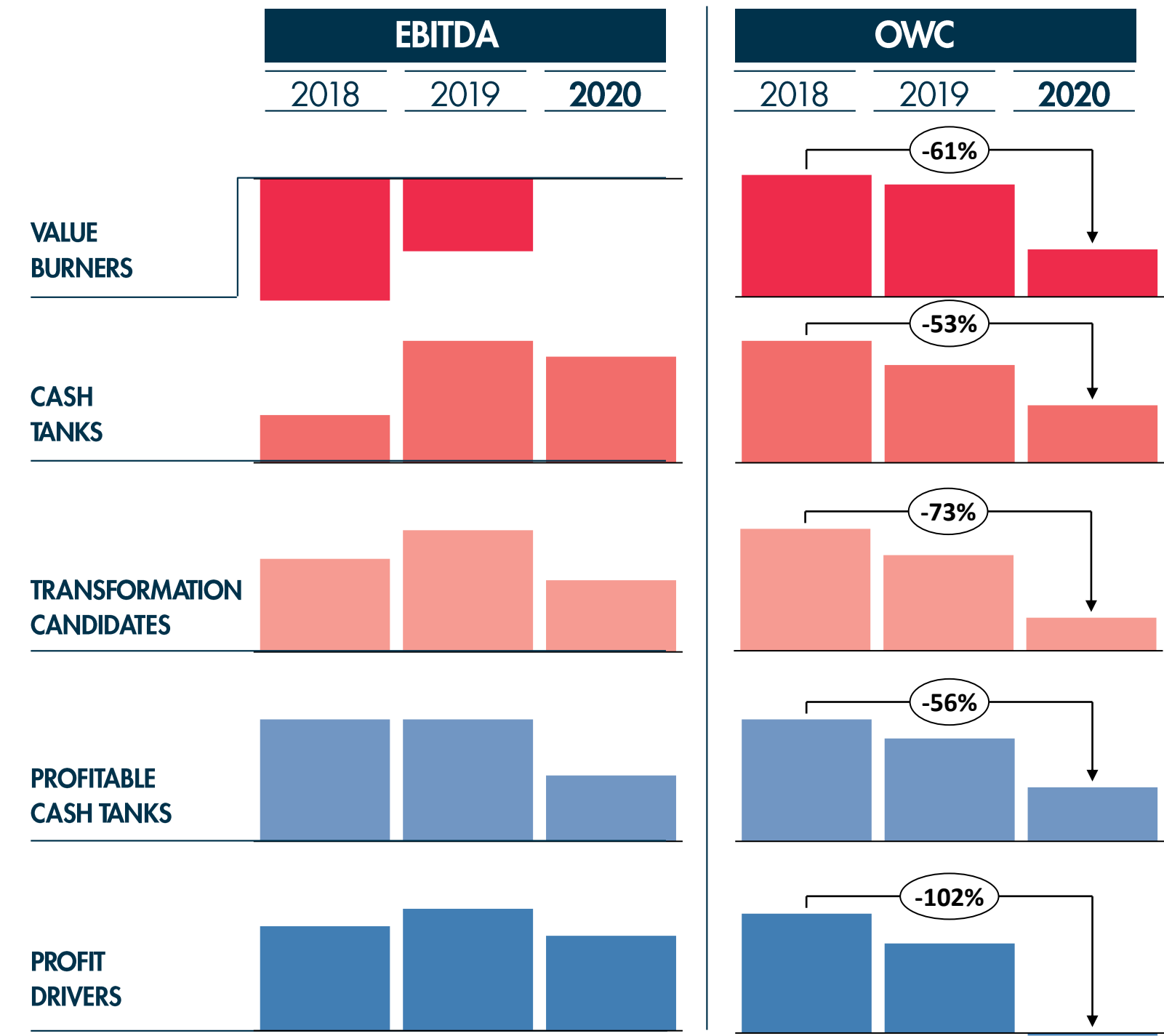
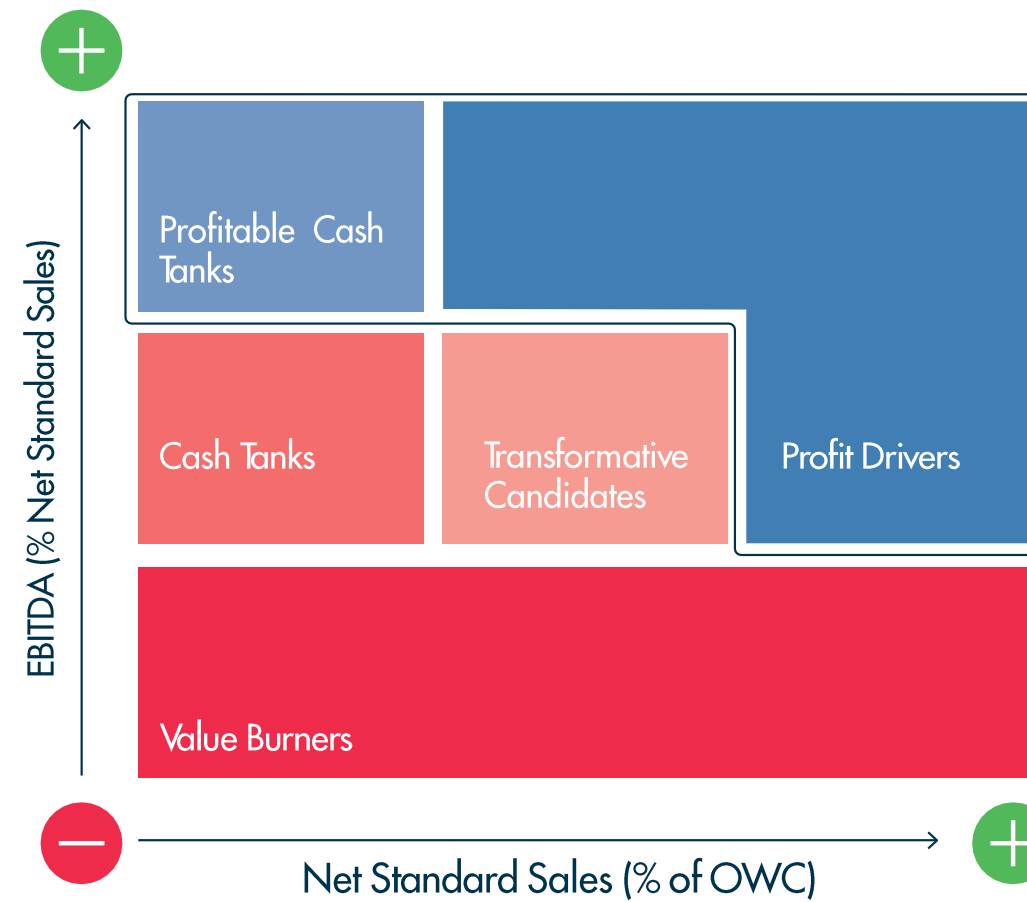
EBITDA Growth (in €m)

SHIFT PROGRAM: A KEY ENABLER FOR CASH GENERATION

ON TRACK



NEXANS BUSINESS UNIT PORTFOLIO ANALYSIS – 2018 VIEW



03

FINANCIALS

JEAN-CHRISTOPHE JUILLARD
CFO

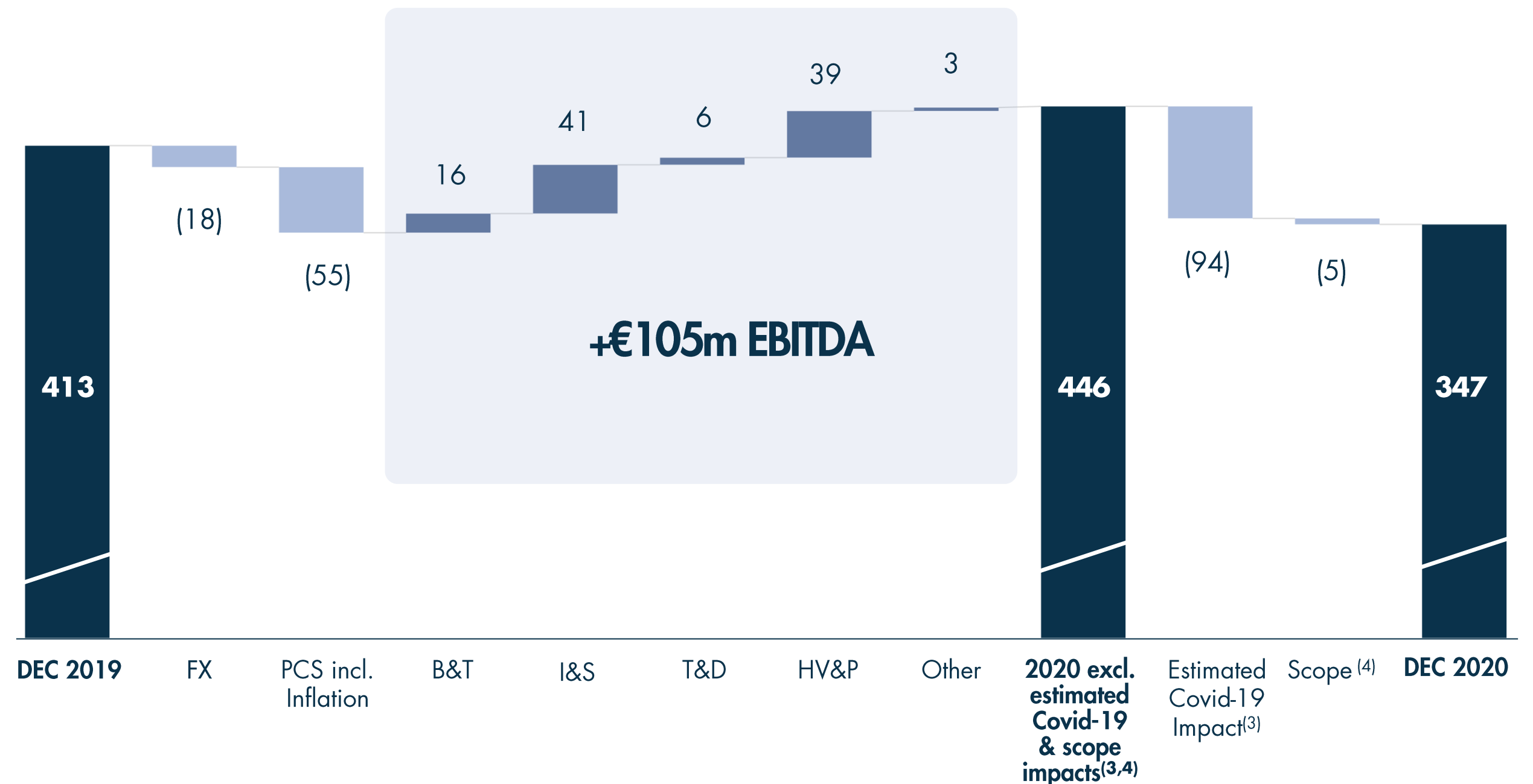
ROBUST PERFORMANCE ACROSS ALL OPERATING SEGMENTS

KEY FIGURES

In million euro	2019	2020
Sales at Current Metal Prices	6,735	5,979
Sales at Standard Metal Prices ⁽¹⁾	6,489	5,713
Organic Growth	4.5%	(8.6)%
EBITDA	413	347
EBITDA Rate ⁽²⁾	6.4%	6.1%
Operating Margin	249	193
Operating Margin Rate ⁽²⁾	3.8%	3.4%

Resilient EBITDA rate at 6.1% in 2020 despite negative Covid-19, divestments and foreign exchange impact

EBITDA EVOLUTION (€m)



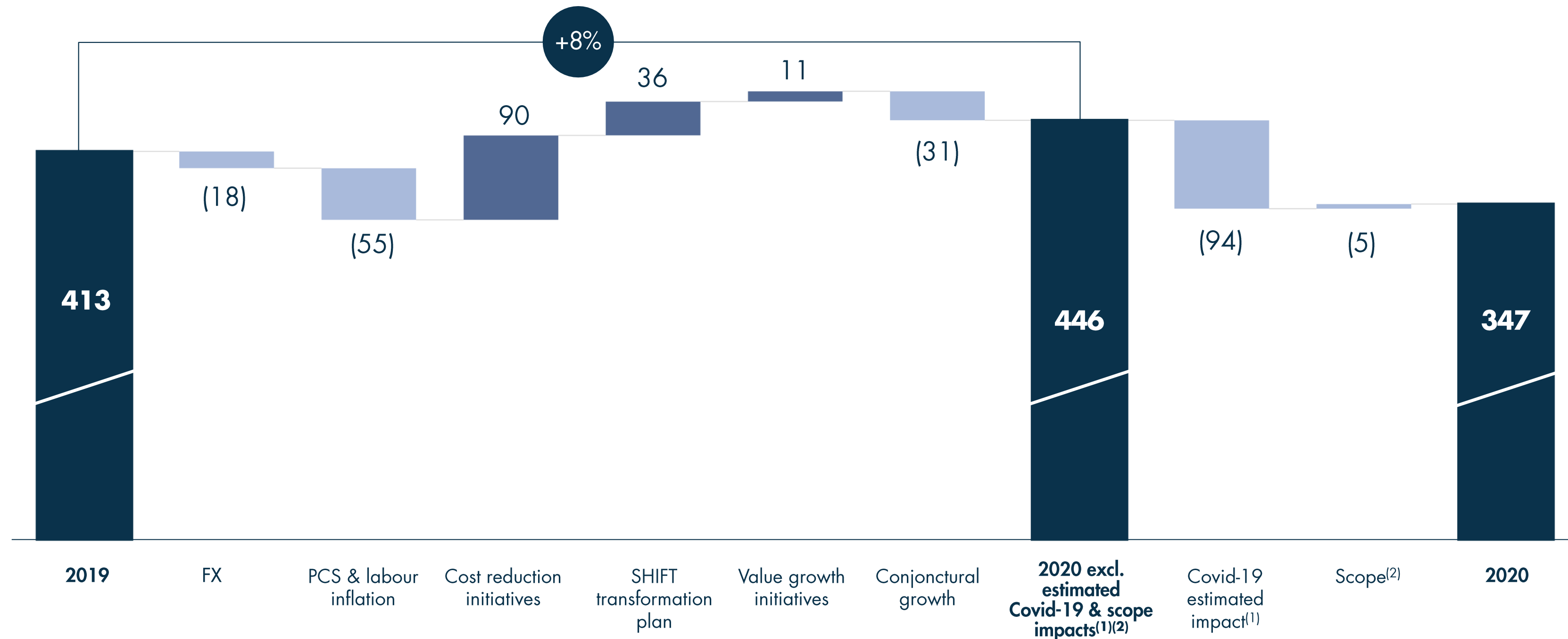
(1) Starting January 1st 2020, change in copper standard price from 1,500 €/ton to 5,000€/ton. 2019 data restated accordingly

(2) Margin on Sales at standard metal prices

(3) Covid-19 estimated impact in EBITDA of €(94)m (compared to €(64)m in H1 2020) is computed by netting (i) the impact on the margin of lower sales volumes in H1-2020 versus H1 2019, in countries and regions impacted with lockdowns, plants closure, and/or reduced level of commercial activity, (ii) Government subsidies and premium to workers and (iii) the impact on the margin of lower volume sales volumes in H2-2020 versus H2-2019 for businesses with very limited recovery (Aerospace, O&G, Mining)

(4) Scope impact including 3 months EBITDA of Berk-Tek disposed of in third quarter 2020 for €(5)m

SOUND EBITDA PERFORMANCE SUPPORTED BY TRANSFORMATION PLAN IN CHALLENGING ENVIRONMENT



(1) Covid-19 estimated impact in EBITDA of €(94)m (compared to €(64)m in H1 2020) is computed by netting (i) the impact on the margin of lower sales volumes in H1-2020 versus H1 2019, in countries and regions impacted with lock-downs, plants closure, and/or reduced level of commercial activity, (ii) Government subsidies and premium to workers and (iii) the impact on the margin of lower volume sales volumes in H2-2020 versus H2-2019 for businesses with very limited recovery (Aerospace, O&G, Mining)

(2) Scope impact including 3 months EBITDA of Berk-Tek disposed of in third quarter 2020 for €(5)m

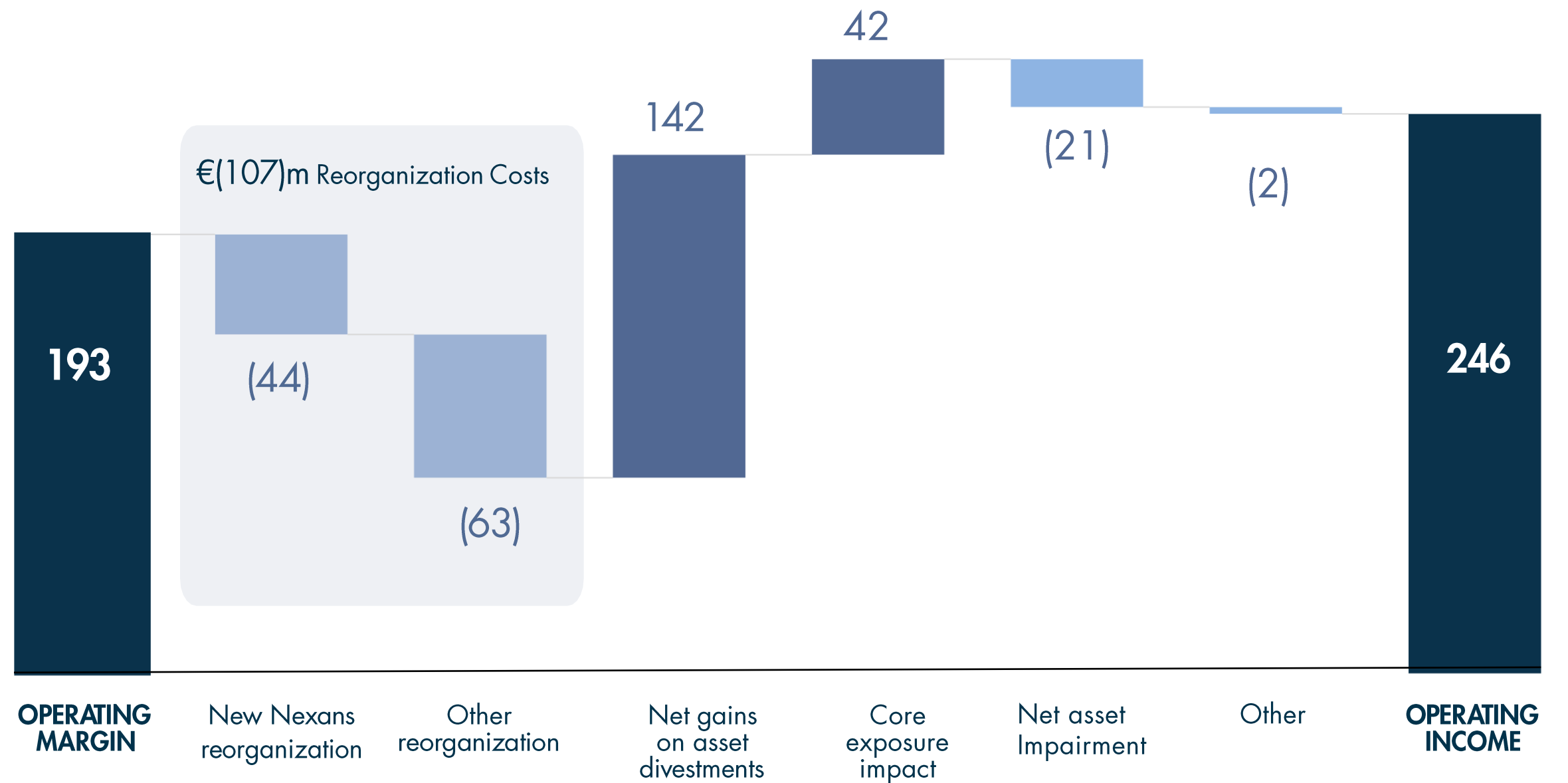
POSITIVE NET INCOME REFLECTING SUCCESSFUL TRANSFORMATION AND DIVESTMENTS

KEY FIGURES

In million euro	2019	2020
Operating margin	249	193
Reorganization costs	(251)	(107)
Other operating items	(9)	160
Operating income	(11)	246
Financial charge	(63)	(54)
Income before tax	(73)	192
Income tax	(44)	(111)
Net income from operations	(118)	80

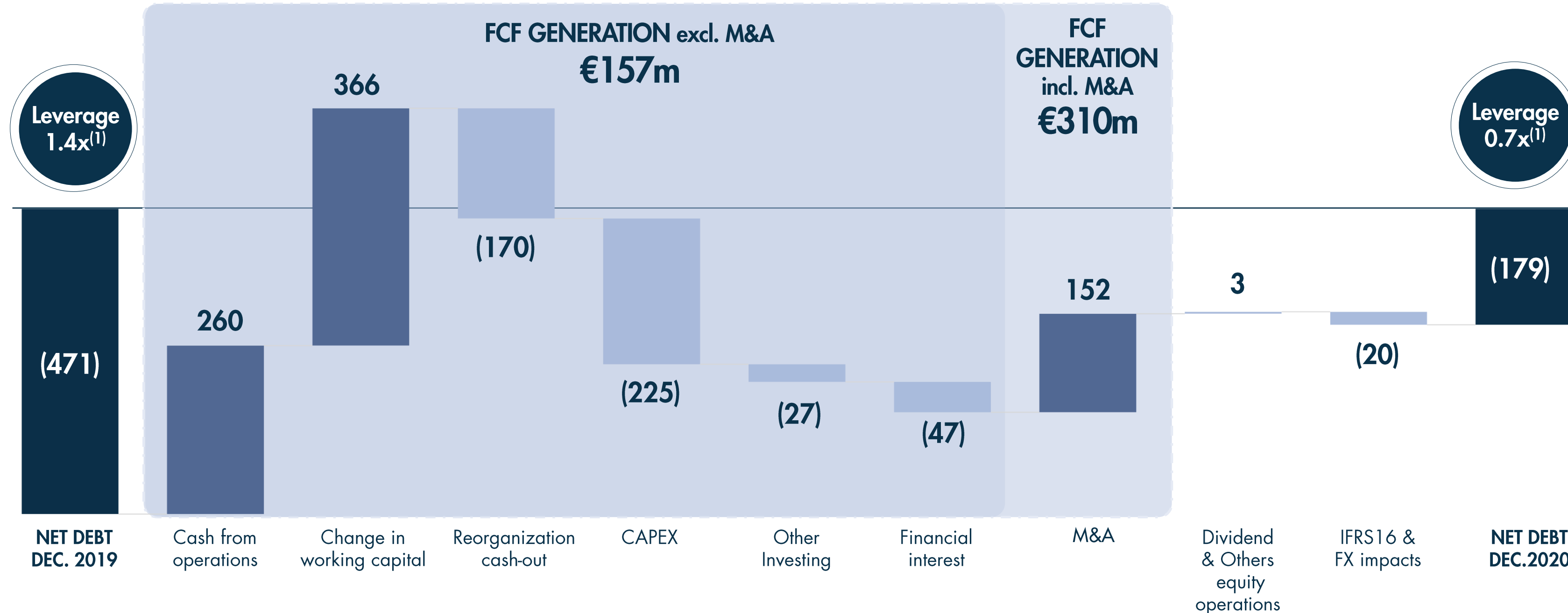
Net income estimated Covid-19 impact⁽¹⁾ of negative €(102)m.
Excluding this impact net income lands at €182m

FROM OPERATING MARGIN TO OPERATING INCOME (€m)



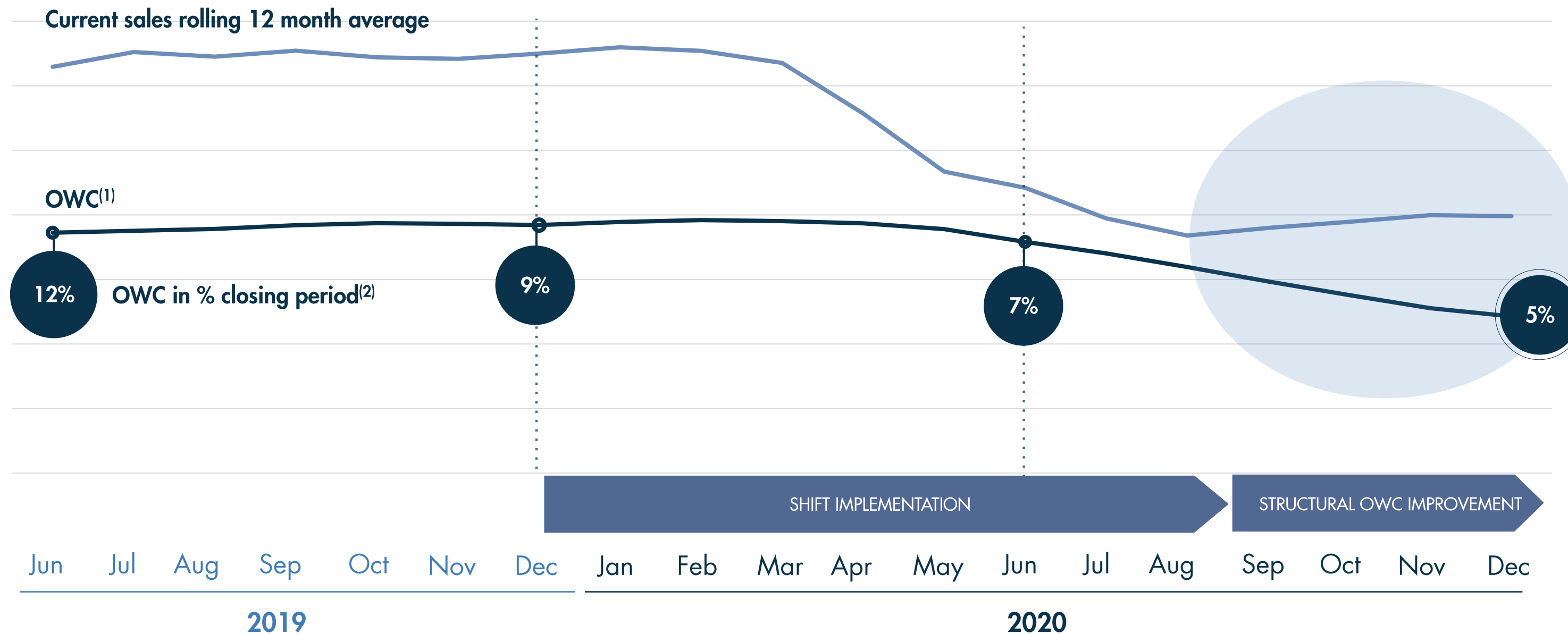
NET DEBT REACHING 10-YEAR LOW THANKS TO STRONGER FREE CASH FLOW CONVERSION

NET DEBT LAST 12 MONTHS EVOLUTION (€m)



BEST-IN-CLASS OPERATING WORKING CAPITAL REFLECTING FASTER THAN EXPECTED TRANSFORMATION

OPERATING WORKING CAPITAL AND CURRENT SALES EVOLUTION – 12 MONTH ROLLING AVERAGE (€m)

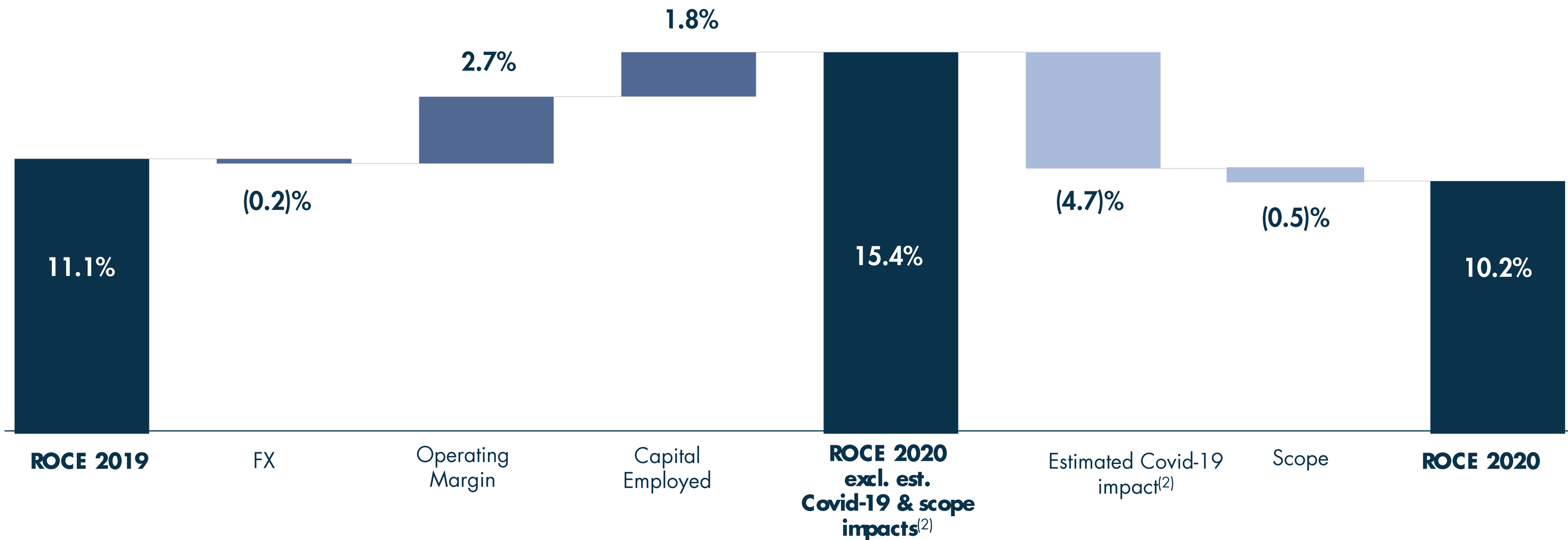


80%
Operating Working Capital Improvement is structural

- SHIFT program
- Amplified focus on cash conversion

ROCE EXCEEDING EXPECTATIONS AT 15% EXCLUDING SCOPE & ESTIMATED COVID-19 IMPACTS

ROCE⁽¹⁾ 12 MONTH EVOLUTION (%)



(1) 12 months Operating Margin on end of period Capital Employed, excluding antitrust provision

(2) Covid-19 estimated impact on ROCE of (4.7)% includes (i) an impact on Operating Margin from the Covid-19 impact on EBITDA and (ii) a Capital employed variation coming mainly from better OWC generated by the lower activity compared to 2019

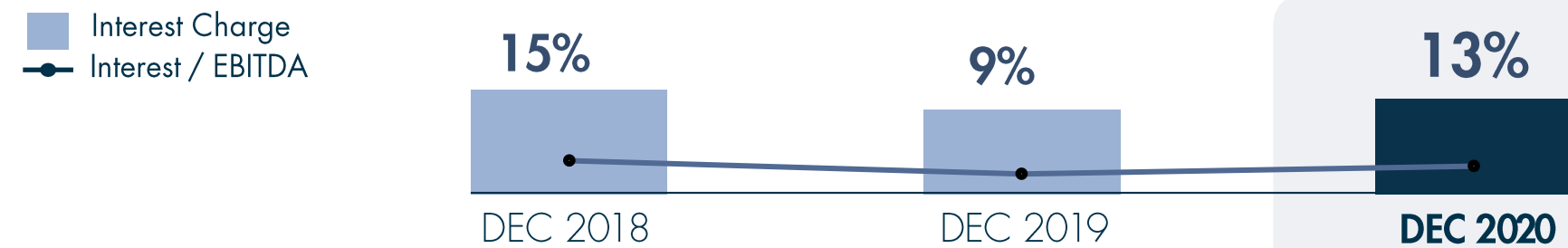
SOLID BALANCE SHEET AND S&P RATING UNDER REVIEW

S&P rating under review

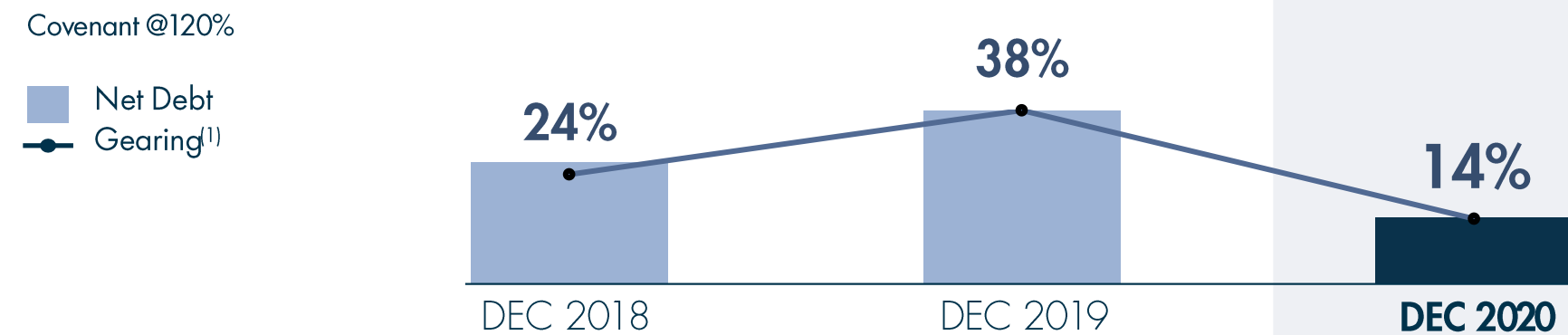
KEY FIGURES

In million euro	2019	2020
Fixed assets	1,878	1,827
Other non-current assets	175	115
Non-current assets	2,053	1,942
Working Capital	465	176
Total to finance	2,518	2,118
Net financial debt	471	179
Reserves	671	550
Other non-current liabilities	125	133
Shareholders' equity and minority interests	1,251	1,256
Total financing	2,518	2,118

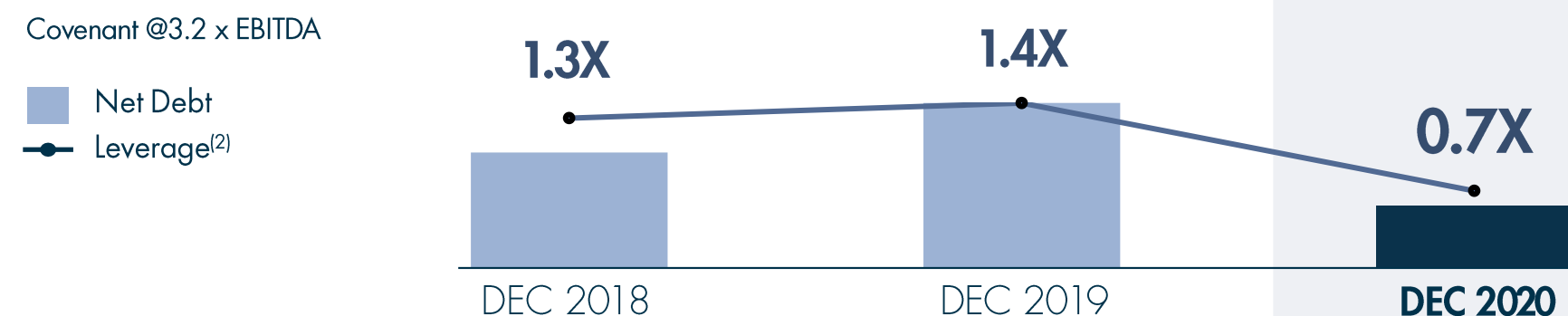
INTEREST CHARGE OVER EBITDA



NET DEBT AND GEARING RATIOS



LEVERAGE RATIOS



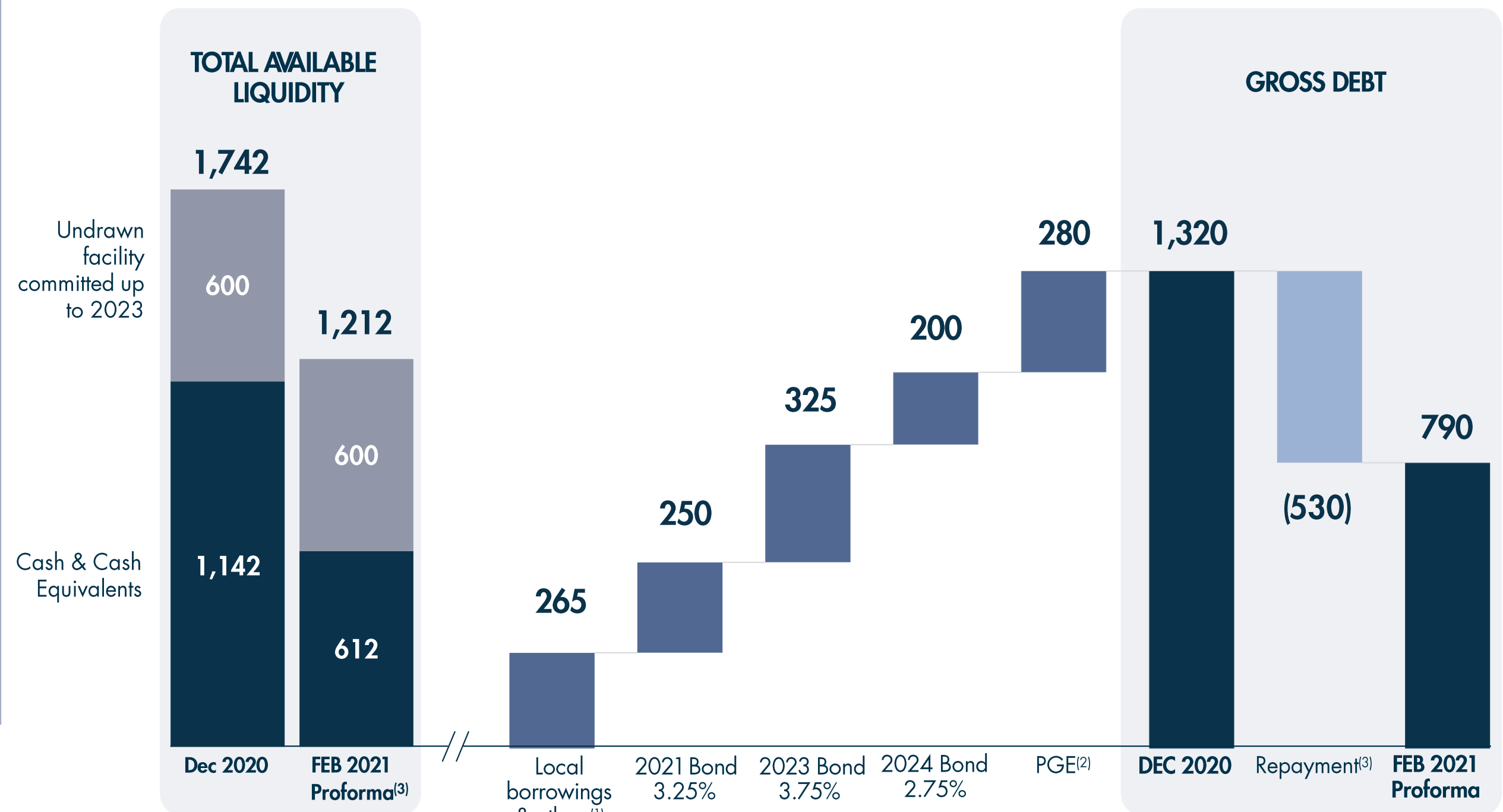
LIQUIDITY SUPPORTING NEXANS AMBITION

NET DEBT BREAKDOWN

In million euro	2020 ⁽¹⁾
Gross Debt	1,320
Cash and cash equivalents	(1,142)
Net Debt	179

Cash on Balance Sheet in Excess of €1.1bn at end of December 2020

LIQUIDITY AND DEBT REDEMPTION SCHEDULE (€m)



(1) Including IFRS restatements on ordinary bonds, IFRS 16 and Aurora loan of €72m
 (2) Prêt Garanti par l'Etat (PGE): Initial maturity in 2021 with extension option up to 2026
 (3) Early repayment of PGE and 2021 Bond

04

OUTLOOK

CHRISTOPHER GUÉRIN
CEO

2021 GUIDANCE

IN THE CURRENT MACRO ENVIRONMENT AND CONSIDERING NO MATERIAL IMPACT FROM COVID-19

EBITDA

BETWEEN **€410m** AND **€450m**

ROCE⁽¹⁾

BETWEEN **12.5%** TO **14.5%**

FREE CASH FLOW⁽²⁾

BETWEEN **€100m** AND **€150m**

PROPOSED DIVIDEND⁽³⁾

€0.70 PER SHARE

A pair of hands is shown from the bottom, gently cradling a glowing Earth globe. The globe is illuminated from within, showing continents and oceans in a warm, golden-brown hue. The background is a dark, starry space with a soft, glowing light source on the right side, creating a bokeh effect. The overall mood is hopeful and futuristic.

ELECTRIFY THE FUTURE

NEXANS CAPITAL MARKETS DAY

JOIN US TODAY AT 2:00PM

05

APPENDICES



NEXANS. ELECTRIFY THE FUTURE

For over 120 years, Nexans has brought energy to life by providing customers with advanced cabling systems, solutions and innovative services.

The Group designs solutions and services along the entire value chain in four main business areas:

- Building & Territories
- High Voltage & Projects
- Telecom & Data
- Industry & Solutions

Headquartered in France, Nexans employs around 25,000 people with industrial footprint in 38 countries and commercial activities worldwide.

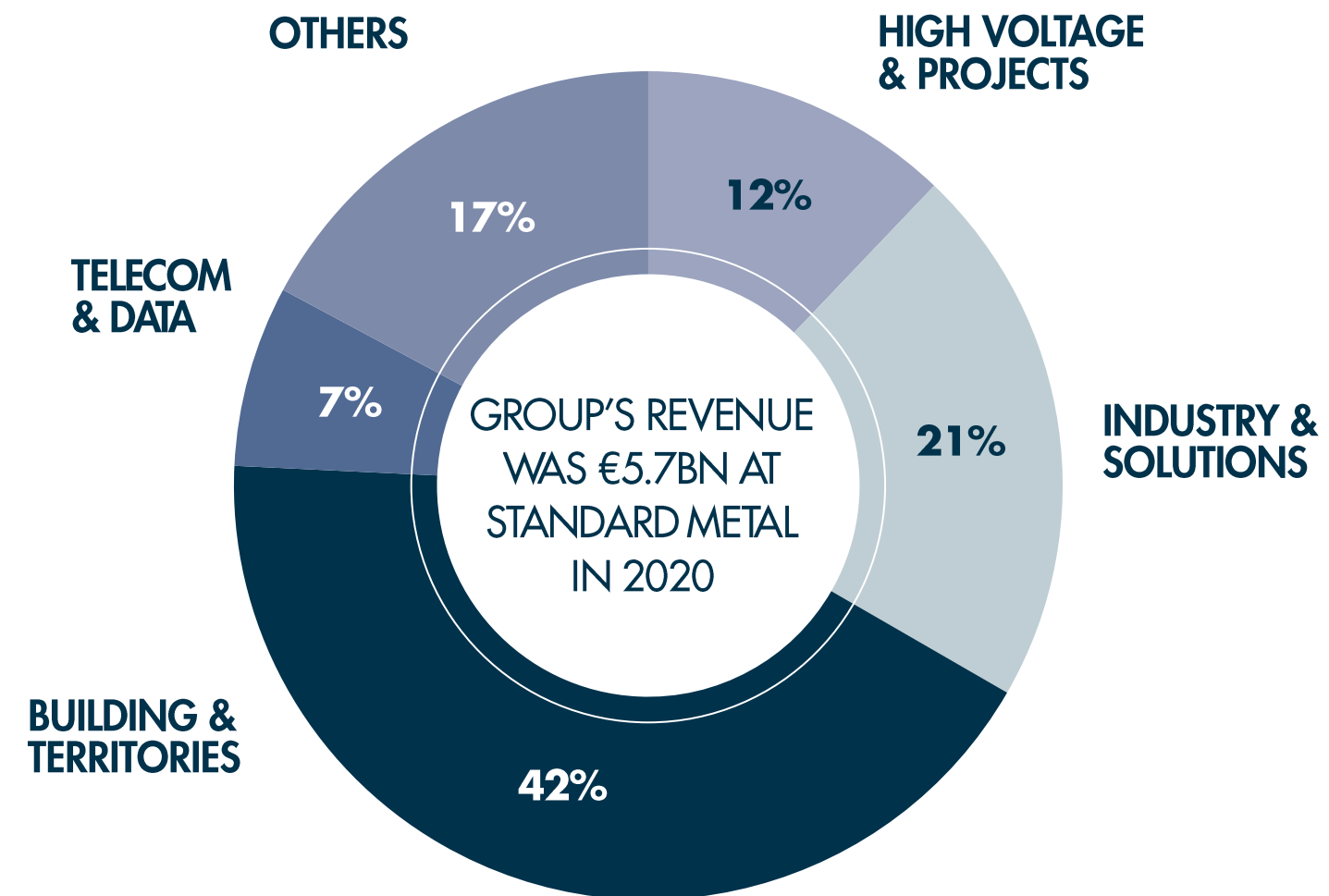
In 2020, the Group's key financials:

- Revenues⁽¹⁾ of €5.7bn
- EBITDA of €347m
- ROCE of 10.2%
- Free Cash Flow of €157m

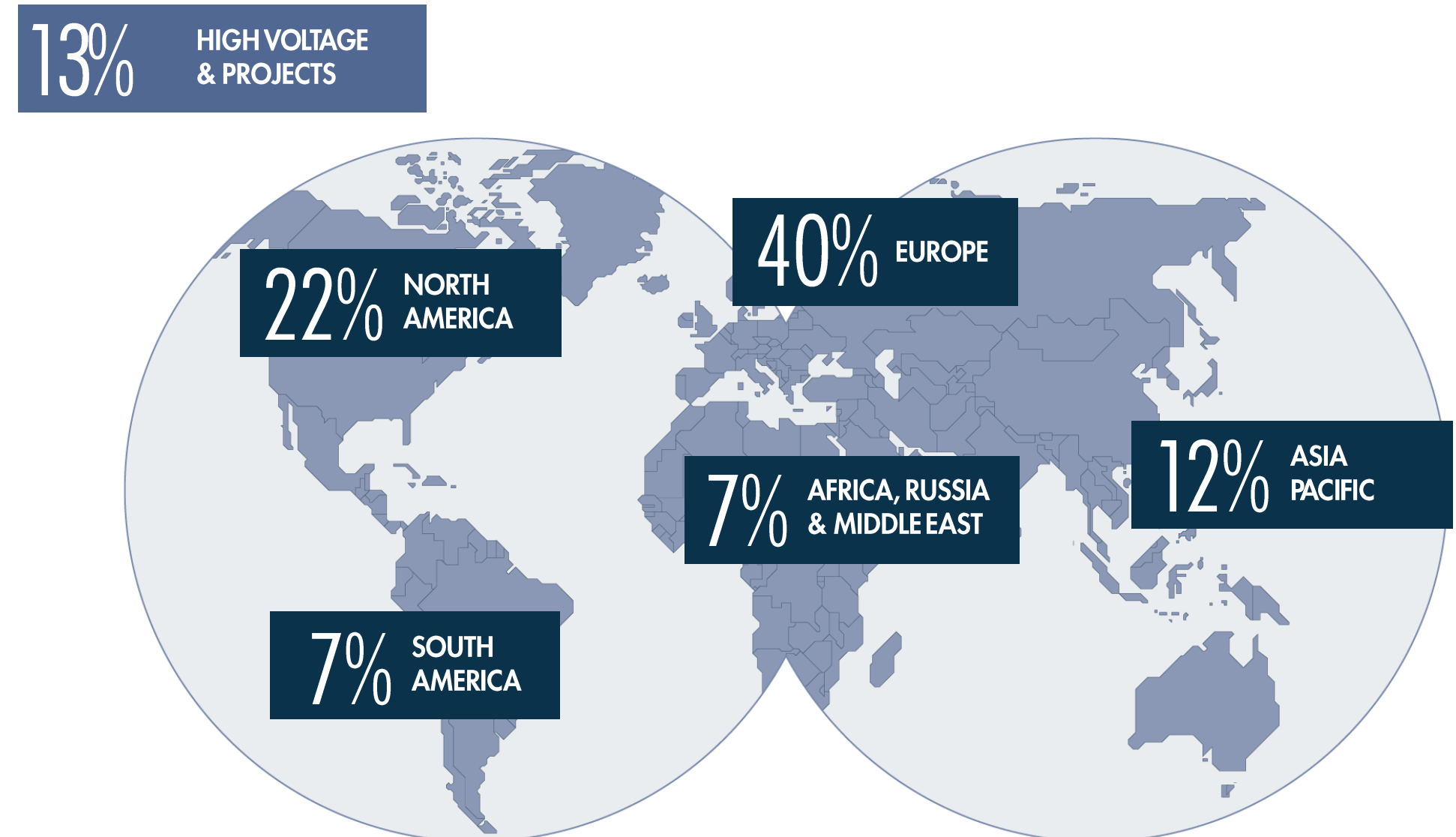


NEXANS. ELECTRIFY THE FUTURE

SALES BY BUSINESS SEGMENTS



SALES BY GEOGRAPHY⁽¹⁾



NEXANS. ELECTRIFY THE FUTURE

FOUR MAIN SECTORS	BUILDING & TERRITORIES	INDUSTRY & SOLUTIONS	TELECOM & DATA	HIGH VOLTAGE & PROJECTS
	PRODUCTS: Low & Medium voltage cables & accessories SOLUTIONS: Smart energy management BUILDING: Property construction TERRITORIES: Infrastructure	PRODUCTS: Specialty wires, power, control & data cables SOLUTIONS: Harness, pre-assembled kits	PRODUCTS: Optical fiber cables & accessories, data (LAN) cables SOLUTIONS: Datacenter, Telecom infrastructure	PRODUCTS: High voltage & extra high voltage cables for energy transmission, umbilical & accessories SOLUTIONS: Design, engineering, installation SUBSEA: Offshore wind farms, grid interconnections LAND: Power plants, utilities power transmission
DIFFERENTIATION	Safety, environment, efficiency	Engineering, logistics	Integrated connectivity & solutions	Turnkey, vessels, deep water
2020 FINANCIALS	<ul style="list-style-type: none"> Revenues⁽¹⁾ of €2,578m EBITDA of €128m 	<ul style="list-style-type: none"> Revenues⁽¹⁾ of €1,222m EBITDA of €84m 	<ul style="list-style-type: none"> Revenues⁽¹⁾ of €394m EBITDA of €29m 	<ul style="list-style-type: none"> Revenues⁽¹⁾ of €707m EBITDA of €105m
END MARKETS	<ul style="list-style-type: none"> Building Smart Cities / SmartGrids E-mobility Local infrastructure Decentralized energy systems Rural electrification 	<ul style="list-style-type: none"> Transportation (aerospace...) Automation Renewables (wind, solar) Resources High-tech (nuclear, medical) 	<ul style="list-style-type: none"> Data transmission (subsea fiber, FTTx) Telecom network Hyperscale data centers LAN cabling solutions 	<ul style="list-style-type: none"> Offshore wind farms Countries Interconnections Land high voltage Smart solutions for Umbilicals

ROBUST CORPORATE GOVERNANCE AND BOARD PRACTICE



JEAN MOUTON
Chairman



MARC GRYNBERG
Independent director



JANE BASSON
Independent director



MARIE-CÉCILE DE FOUGIÈRES
Director representing employee shareholders



ANGÉLINE AFANOUKÉ
Director representing employee



HUBERT PORTE
Independent director



KATHLEEN WANTZ-O'ROURKE
Independent director



SYLVIE JÉHANNO
Independent director



ANNE LEBEL
Lead independent director



FRANCISCO PÉREZ MACKENNA
Director proposed by shareholder Invexans Limited (UK) Quiñenco Group



BJØRN ERIK NYBORG
Director representing employee



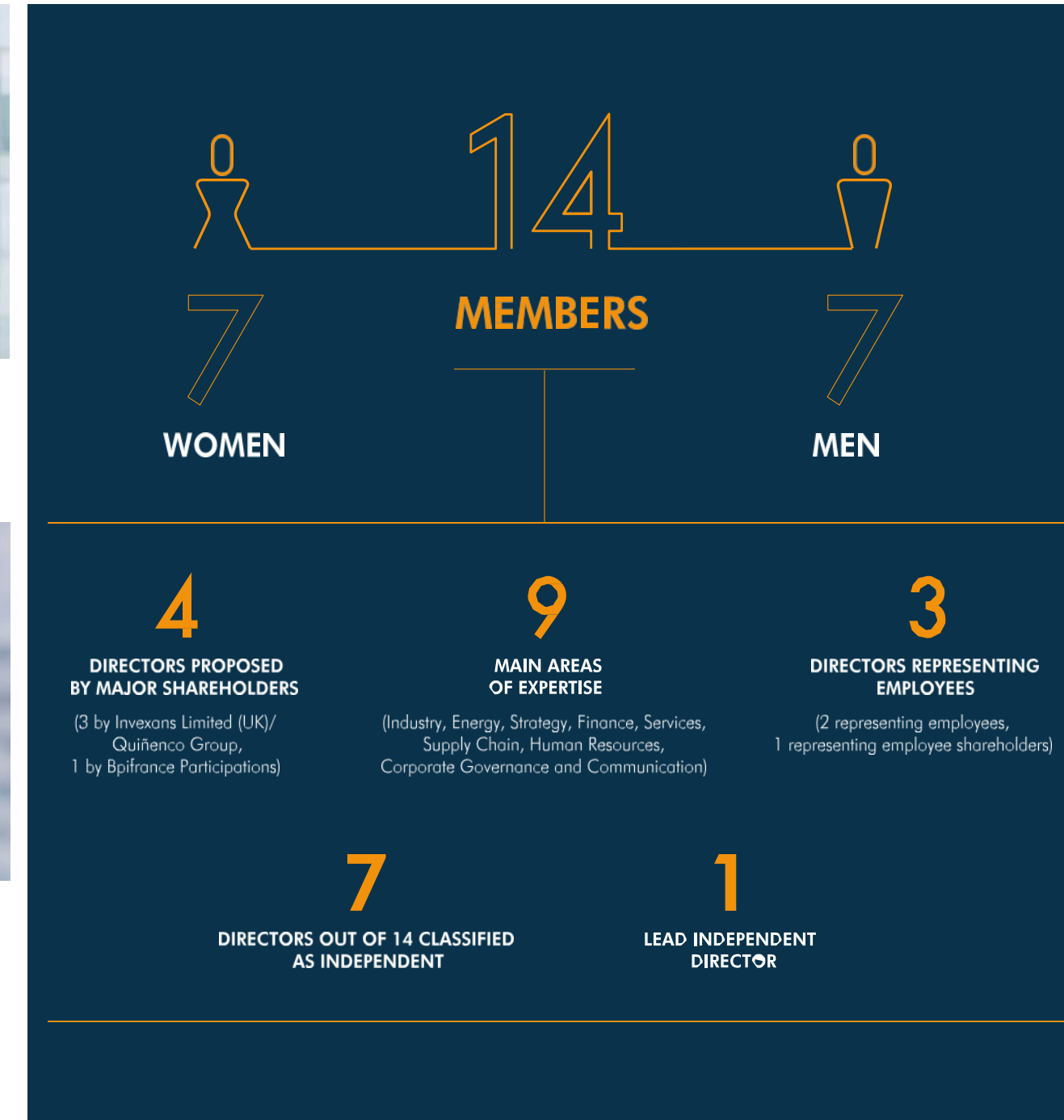
ANDRÓNICO LUKSIC CRAIG
Director proposed by shareholder Invexans Limited (UK), Quiñenco Group



OSCAR HASBÚN MARTÍNEZ
Director proposed by shareholder Invexans Limited (UK) Quiñenco Group



ANNE-SOPHIE HÉRELLE
Permanent representative of Bpifrance Participations



EXPERIENCED EXECUTIVE COMMITTEE TO LEAD THE NEW NEXANS

BUSINESS GROUP EXECUTIVES



CHRISTOPHER GUÉRIN
Chief Executive Officer



VINCENT DESSALE
COO and Senior Executive Vice President B&T Northern Business Group



RAGNHILD KATTELUND
Executive Vice President, Subsea & Land Systems Business Group



VIJAY MAHADEVAN
Executive Vice President B&T Southern Business Group



JULIEN HUEBER
Executive Vice President Industry Solutions & Projects Business Group

CORPORATE EXECUTIVES



JEAN-CHRISTOPHE JUILLARD
Senior Corporate Vice President & Chief Financial Officer



NINO CUSIMANO
Senior Corporate Vice President & General Counsel and Secretary General



DAVID DRAGONE
Senior Corporate Vice President & Chief Human Resources officer, CSR & communication



JÉRÔME FOURNIER
Corporate Vice President innovation, services & growth



JUAN IGNACIO EYZAGUIRRE
Corporate Vice President, strategy and mergers & acquisitions

NEXANS CSR INITIATIVES ACKNOWLEDGED BY EXPERTS

B

Prime Status
4th out of 133 in the Electronic components sector

SUSTAINALYTICS**73%**

No. 1 among market cap peers
9th out of 43 in the Electrical Equipment sector

MSCI **BBB**

12th out of 32 in the Electrical equipment sector

78%

Top 1% of the companies assessed

CDP
DISCLOSURE INSIGHT ACTION**A**

Recognized as a global leader on the climate action

THE NEXANS THREE PILLARS FOR A SUSTAINABLE FUTURE

PEOPLE

Looking after our people and building a diverse and inclusive workplace for all



ENVIRONMENT

Committing to reduce carbon impact on the planet in innovative ways



ECOSYSTEM

Sharing our values and the highest ethical standards with all stakeholders



	WORKPLACE SAFETY		HUMAN CAPITAL			AWARENESS	ECO MANAGEMENT	CIRCULAR ECONOMY			CLIMATE		BUSINESS ETHICS	STAKEHOLDERS		NEXANS FOUNDATION
	Workplace accident safety rate ⁽¹⁾	Severity rate ⁽²⁾	Graded positions staffed internally ⁽³⁾	Women in management positions	Women in top management positions ⁽⁴⁾	Employees eligible to Long Term Incentive with CSR criteria ⁽⁵⁾		Industrial sites certified ISO 14001	Total production waste recycled ⁽⁶⁾	Sales generated from products and services that contribute to energy transition and efficiency ⁽⁷⁾	Proportion of Nexans cable drums worldwide connected to digital platforms and recyclable ⁽⁸⁾	Reduction of GHG emissions (base year 2019) ⁽⁹⁾		Proportion of renewable or decarbonized energy ⁽¹⁰⁾	Managers having completed the yearly Compliance Awareness course ⁽¹¹⁾	
2020	1.87	0.15	58%	24%	14.7%	100%	86%	91%	57%	17%	-12.12%	65%	98%	136		€300,000
TARGET 2021	1.50	<0.12	50-55%	24%	16-18%	100%	88%	93%	60-70%	30%	-8.4%	65%	100%	230	77%	€300,000
TARGET 2022	1.00	<0.11	50-55%	25%	17-19%	100%	90%	94%	60-70%	53%	-12.6%	68%	100%	370	78%	€300,000
TARGET 2023	0.90	<0.10	60%	26%	18-20%	100%	93%	95%	70-80%	80%	-16.8%	72%	100%	500	78%	€300,000

1. Overall workplace accident frequency rate: total number of workplace accidents with more than 24 hours of lost time/ total number of hours
 2. Severity rate: number of days lost because work accidents/hours worked * 1000. This rate relates to internals and temporary workers
 3. Proportion of staff positions filled through internal mobility at position C and above, according to the Nexans Grading system
 4. Top management: category of employees defined by the Group's Executive Committee based on the Nexans Grading System
 5. Among the employees benefiting from a long-term Incentive plan validated by the Board of Directors, 100% include a CSR criterion
 6. Non-hazardous production wastes consist mainly of non ferrous metal and plastic materials. They are revalorized internally or externally.
 7. Offshore wind, interconnection projects, utilities, smart grids (energy transition), energy efficiency (building), accessories, solar energy, wind energy, eco-mobility and asset management
 8. Proportion of Nexans returnable drums worldwide that are tracked on digital platforms thanks to advanced technologies such as RFID or Internet Of Things and that are recyclable after several rotations on the customer side

9. Greenhouse Gas (GHG) emissions for scopes 1 and 2 as well as part of scope 3 relating to business travel, employee commuting, waste produced, as well as upstream and downstream transport, as defined by the GHG protocol – ghgprotocol.org. The targets are based on the reduction of emissions of 2019, the base year
 10. Proportion of renewable energy produced directly by Nexans locations or the purchase of decarbonized energy
 11. Classified in HR My Learning tool as "Executives Committee and Board members, other top executives, Managers and key positions" employees of the Group (notwithstanding Harnesses, where the top 4 Executives were in the scope), to complete the yearly Compliance awareness course covering several topics including but not limited to, anti corruption, conflict of interest, competition law, harassment and discrimination, ethics incident report procedure
 12. Number of High CSR risk and High spend suppliers with a CSR valid scorecard issued by EcoVadis (or equivalent CSR expert) and a CSR score = or > 35%, based on Nexans purchase CSR risk mapping, made by Ecovadis
 13. Scope: Cable activity

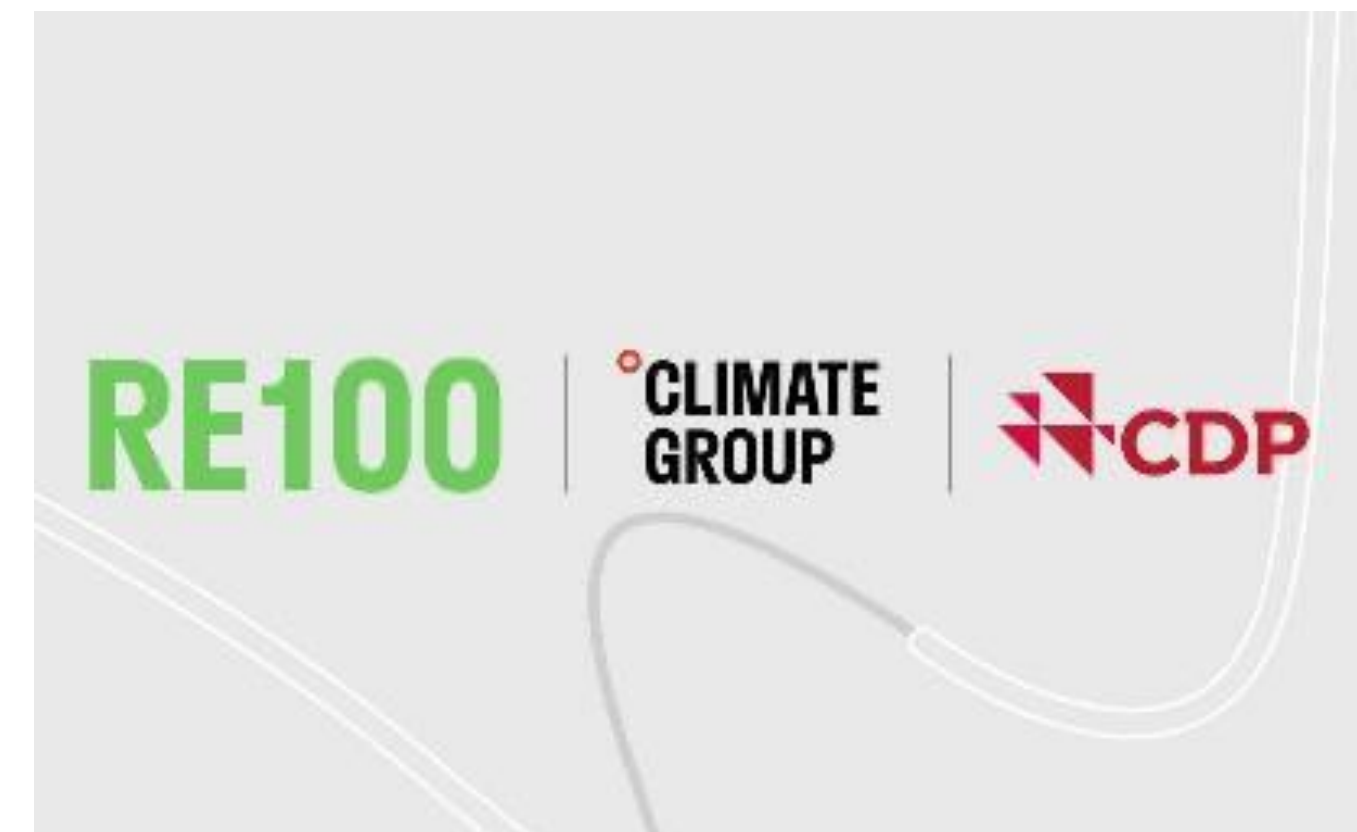
NEXANS. ELECTRIFY THE FUTURE

CSR



NEXANS RECOGNIZED WITH PRESTIGIOUS 'A' SCORE FOR CLIMATE CHANGE

Nexans has been recognized for leadership in corporate sustainability by global environmental non-profit CDP, securing a place on its prestigious 'A List' for tackling climate change.



NEXANS JOINS RE100

Nexans joins the Climate Group's RE100 initiative and is committed to achieving 100% renewable electricity by 2030. RE100 is a global initiative bringing together the world's most influential companies leading the transition to 100% renewable electricity.

SALES AT STANDARD METAL PRICE AND PROFITABILITY BY SEGMENT

 2019⁽¹⁾

2020

In million euro	Sales	EBITDA	EBITDA%	OM	OM %	Sales	EBITDA	EBITDA%	OM	OM %
Building & Territories	2,754	155	5.6%	106	3.8%	2,422	128	5.3%	80	3.3%
Industry & Solutions	1,394	109	7.8%	71	5.1%	1,210	84	6.9%	48	3.9%
Telecom & Data	503	49	9.8%	39	7.8%	393	29	7.5%	22	5.6%
High Voltage & Projects	753	104	13.8%	64	8.5%	699	105	15.1%	69	9.9%
Other	1,084	(4)	N/A	(31)	N/A	989	1	N/A	(26)	N/A
TOTAL GROUP	6,489	413	6.4%	249	3.8%	5,713	347	6.1%	193	3.4%

IMPACT OF FOREIGN EXCHANGE AND CONSOLIDATION SCOPE

Sales at standard metal prices, in €m	2019 ⁽¹⁾	FX	Organic Growth	Scope	2020
Building & Territories	2,754	(109)	(222)	(0)	2,422
Industry & Solutions	1,394	(10)	(175)	0	1,210
Telecom & Data	503	(7)	(68)	(35)	393
High Voltage & Projects	753	(49)	(6)	(0)	699
Other	1,084	(22)	(64)	(10)	989
TOTAL GROUP	6,489	(197)	(534)	(45)	5,713

BALANCE SHEET AS OF DECEMBER 31, 2020

In €m	2019	2020
Fixed assets and other non-current assets	1,878	1,827
of which: goodwill	242	232
Deferred tax assets	175	115
NON-CURRENT ASSETS	2,053	1,942
Working Capital	465	176
Net Assets Held for Sale	0	0
TOTAL TO FINANCE	2,518	2,118
Net financial debt	471	179
Reserves	671	550
of which: - restructuring	159	87
- pension & jubilee	373	350
Deferred tax liabilities	118	133
Derivative liability non current	7	0
Shareholders' equity and minority interests	1,251	1,256
TOTAL FINANCING	2,518	2,118

HIGH-VOLTAGE & PROJECTS: PROJECT PIPELINE OFFSHORE WIND AND INTERCONNECTION PROJECTS

SELECTION OF FUTURE SUBSEA OFFSHORE WIND PROJECTS

Installation date	Project	AC/DC	Country	Capacity (MW)
2023	South Fork Wind	AC	US	132
2023	Revolution Wind	AC	US	704
2023	Seagreen 1A	AC	UK	360
2023	Moray West	AC	UK	860
2024	Empire Wind 1	AC	US	816
2024	Sunrise Wind	DC	US	880
2024	Dieppe Le Tréport	AC	France	496
2025	Empire Wind 2	AC	US	1,260
2026	Beacon Wind 1	DC	US	1,230
2026	Mayflower	AC	US	1,600
2026	Dolwin 4	DC	Germany	900
2026	Dunkirk	AC	France	600
2026	HKN	AC	Netherlands	700
2027	Bolwin 4	DC	Germany	900
2028	IJMundein Ver Alpha	DC	Netherlands	2,000
2029	IJMundein Ver Beta	DC	Netherlands	2,000
2024/2025	CVOW	AC	US	2,600
2024-2025	East Anglia 1N	AC	UK	860
2024-2025	East Anglia 2	AC	UK	860
2024-2025	East Anglia 3	DC	UK	1,320
2025-2027	Norfolk Vanguard & Boreas	DC	UK	3,600

Total subsea offshore wind projects pipeline: +€5bn

SELECTION OF FUTURE SUBSEA INTERCONNECTION PROJECTS

Fully Commissioned Project	Countries	Capacity (MW)
2022	Andalucia-Ceuta	Spain-Spain 100
2022	Isola d'Elba-Toscana/Continente	Italy-Italy 160
2023	Naxos-Santorini	Greece - Greece
2024	EuroAsia Interconnector	Cyprus-Israel 2,000
2024	EuroAfrica Interconnector	Cyprus-Egypt 2,000
2024	AQUIND Interconnector	UK-France 2,000
2024	Gridlink	UK-France 1,400
2024	Sardinia-Corsica-Italy Replacement East Cable	Italy-France 200
2025	Balearic Islands: Spain-Mallorca Second Link	Spain-Spain 1,000
2025	Harmony Link	Poland-Lithuania 700
2025	Marinus Link	Australia-Australia 1,200
2025	Slovenia-Italy	Slovenia-Italy 1,000
2026	NeuConnect	UK-Germany 1,400
2026	Hansa Powerbridge 1	Sweden-Germany 700
2027	Celtic Interconnector	Ireland-France 700
2027	Adriatic HVDC link	Italy-Italy 1,000
2027	Biscay Gulf	France-Spain 2,000
2027	Dodecanese Interconnection Phase A: Corinthos (2024) - Kos	Greece-Greece 900
2027	Eastern HVDC Link (E2DC Torness - Hawthorn Pit)	UK 2,000
2028	Canary Islands: Gran Canaria -Fuerteventura	Spain-Spain 200

Total subsea Interconnection projects pipeline: €8bn

NEXANS. ELECTRIFY THE FUTURE

HIGH VOLTAGE & PROJECTS



NEXANS WINS MAJOR SUBSEA HVDC CABLE CONTRACT FROM GREECE'S ARIADNE INTERCONNECTION S.P.S.A

Nexans will design, manufacture and install a 335km subsea high voltage direct current (HVDC) cable system for Ariadne Interconnection S.P.S.A, owned 100 percent by IPTO, Greece's state grid operator.



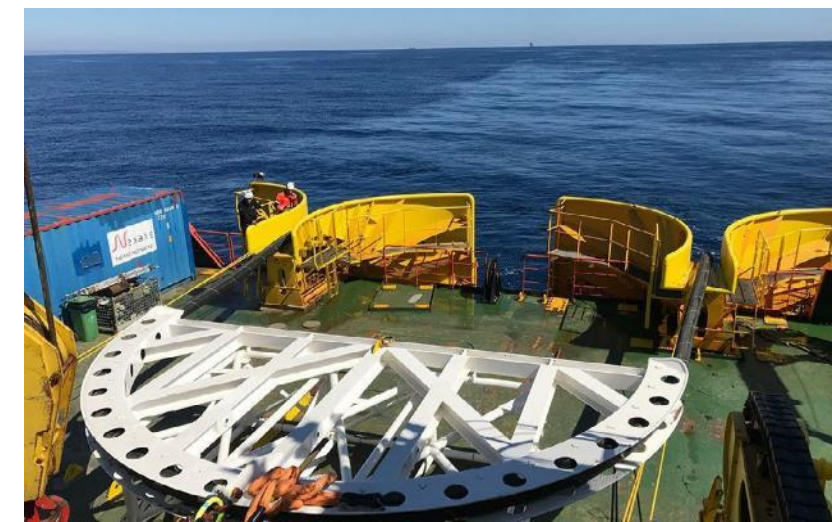
TURNKEY CONTRACT TO SUPPLY POWER EXPORT CABLES FOR SCOTLAND'S SEAGREEN OFFSHORE WINDFARM PROJECT

Nexans has been awarded a major contract by SSE Renewables to design, manufacture and install the high voltage (HV) onshore and offshore export cables for the Phase 1 development of the Seagreen offshore wind farm project.



NEXANS WINS AMSC CONTRACT FOR CHICAGO'S RESILIENT ELECTRIC GRID (REG) PROJECT

Nexans will produce medium voltage HTS (high temperature superconductor) cable together with a special jointing system. The (REG) project plans for superconductor cables to interconnect assets in downtown Chicago to improve resiliency of the electrical grid against extreme weather or other catastrophic events.

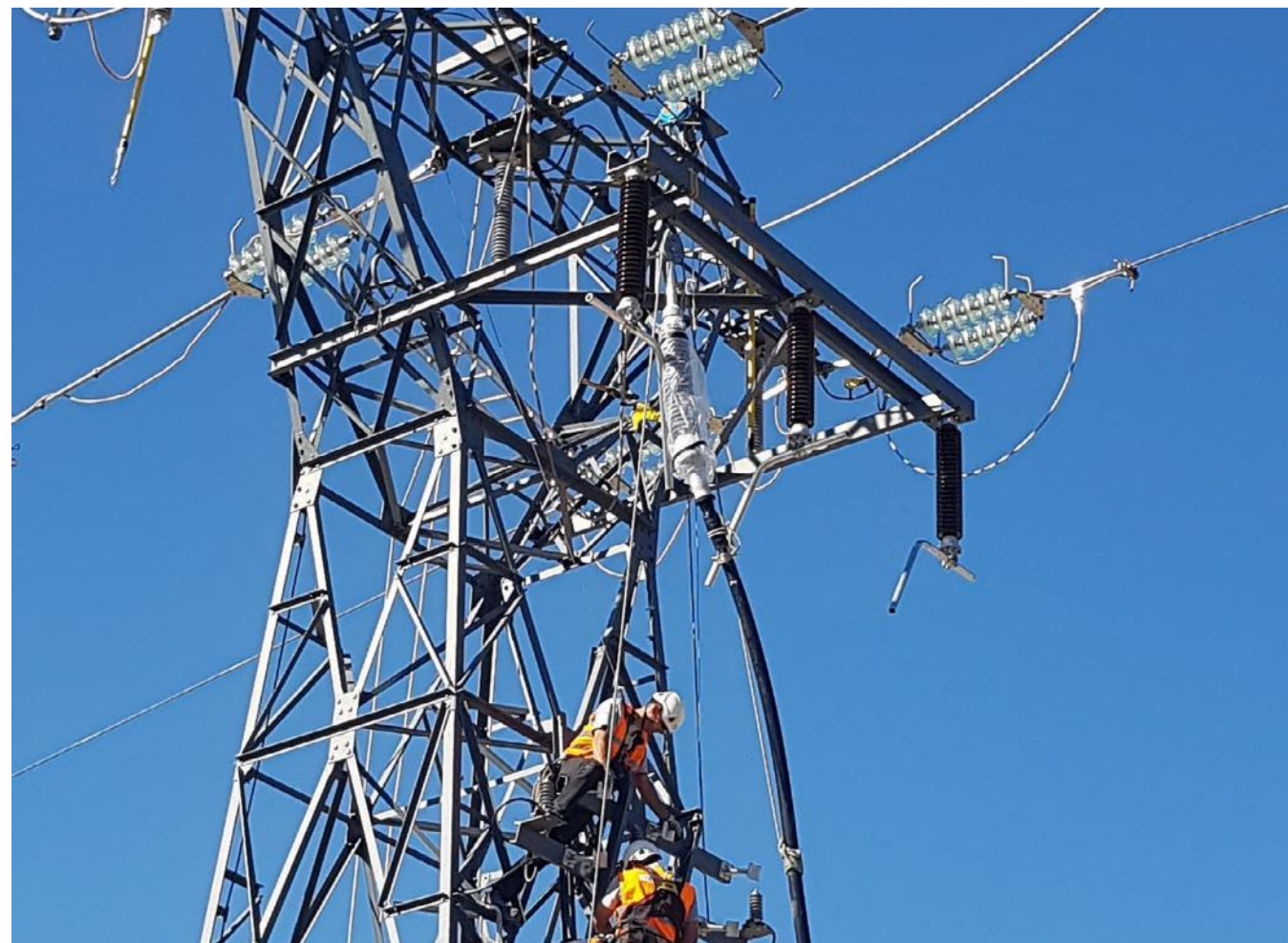


NEXANS COMPLETES REPAIR OF MALTA-SICILY SUBSEA INTERCONNECTOR

Nexans has completed the repair of a 95km subsea high voltage (HV) cable linking Malta with Sicily, ensuring the continuity of power supply to the island nation of Malta.

NEXANS. ELECTRIFY THE FUTURE

HIGH VOLTAGE & PROJECTS



NEXANS WINS MAJOR FRAME CONTRACT AS RTE MAKES “THE GREENER CHOICE” FOR UNDERGROUND GRID CONNECTIONS

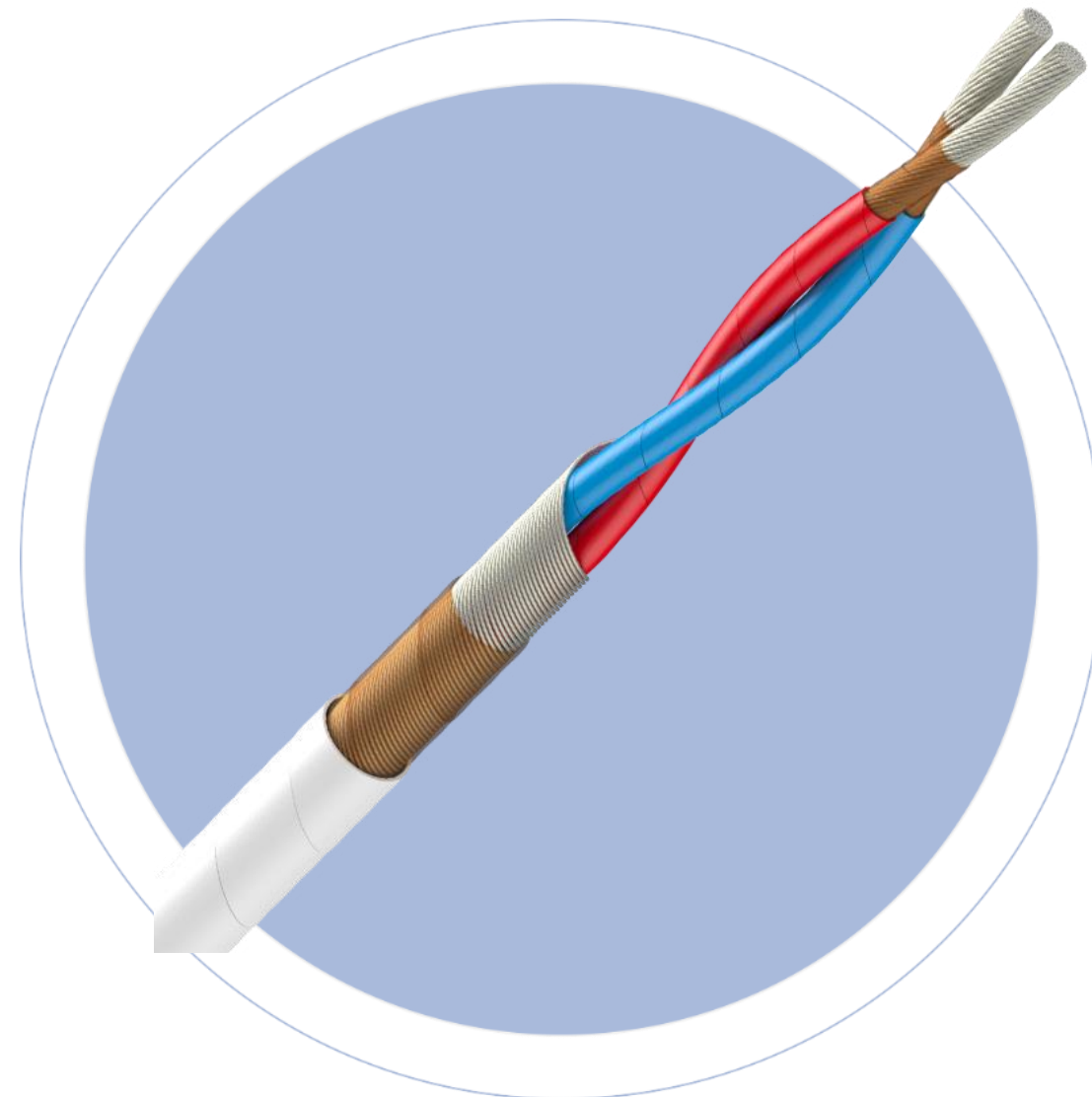
Nexans has been selected by Réseau de Transport d'Electricité (RTE), France's Transmission System Operator (TSO) for a three years (option for 2 additional years) frame contract to deliver cables, accessories and installation services for underground grid connections at 90 kV, 220 kV and 400 kV.

A key factor in this success has been Nexans' capability to make a greener choice when purchasing materials and services.

The new agreement is a further extension of Nexans' long-term partnership with RTE, marking an increase in volume for Nexans, confirmed by RTE as one of the leading supplier of high-voltage cables, accessories and services.

NEXANS. ELECTRIFY THE FUTURE

INDUSTRY & SOLUTIONS



NEXANS REMAINS AIRBUS' MAJOR SUPPLIER OF AEROSPACE CABLES WITH MULTI YEAR CONTRACT

Nexans has reinforced its long-lasting relationship with Airbus with a new contract to supply specialized aerospace cables and wires that form the electrical backbone of civilian and military aircraft and helicopters. Between 100 km and 350 km of cable are installed on an aircraft, depending on the Aircraft.

The new contract establishes Nexans as a major supplier to Airbus for high-performance, lightweight cables. Over the contract duration, Nexans will focus on new solutions for the future generation of electric and hybrid aircraft.

NEXANS. ELECTRIFY THE FUTURE

INDUSTRY & SOLUTIONS



NEXANS TO SUPPLY NUCLEAR RATED CABLES TO HINKLEY POINT C PROJECT TO BRING CARBON-FREE ELECTRICITY TO SIX MILLION UK HOMES

Nexans will play a key role in the UK’s energy transition with a contract worth around €20 million to supply specialized nuclear cables for the Hinkley Point C new nuclear power station. Over a six-year contract, Nexans will design and manufacture a total of 3,000 kilometers of cables developed to ensure safety, reliability and long life.

Hinkley Point C is the first nuclear power plant to be constructed in the UK for over 25 years.

The project will make a major contribution to reducing the country’s carbon emissions and will have the capacity to supply six million UK homes with electricity.



NEXANS TO DELIVER AGICITY® EV CHARGING STATIONS FOR EIFFAGE’S CORPORATE HEADQUARTERS

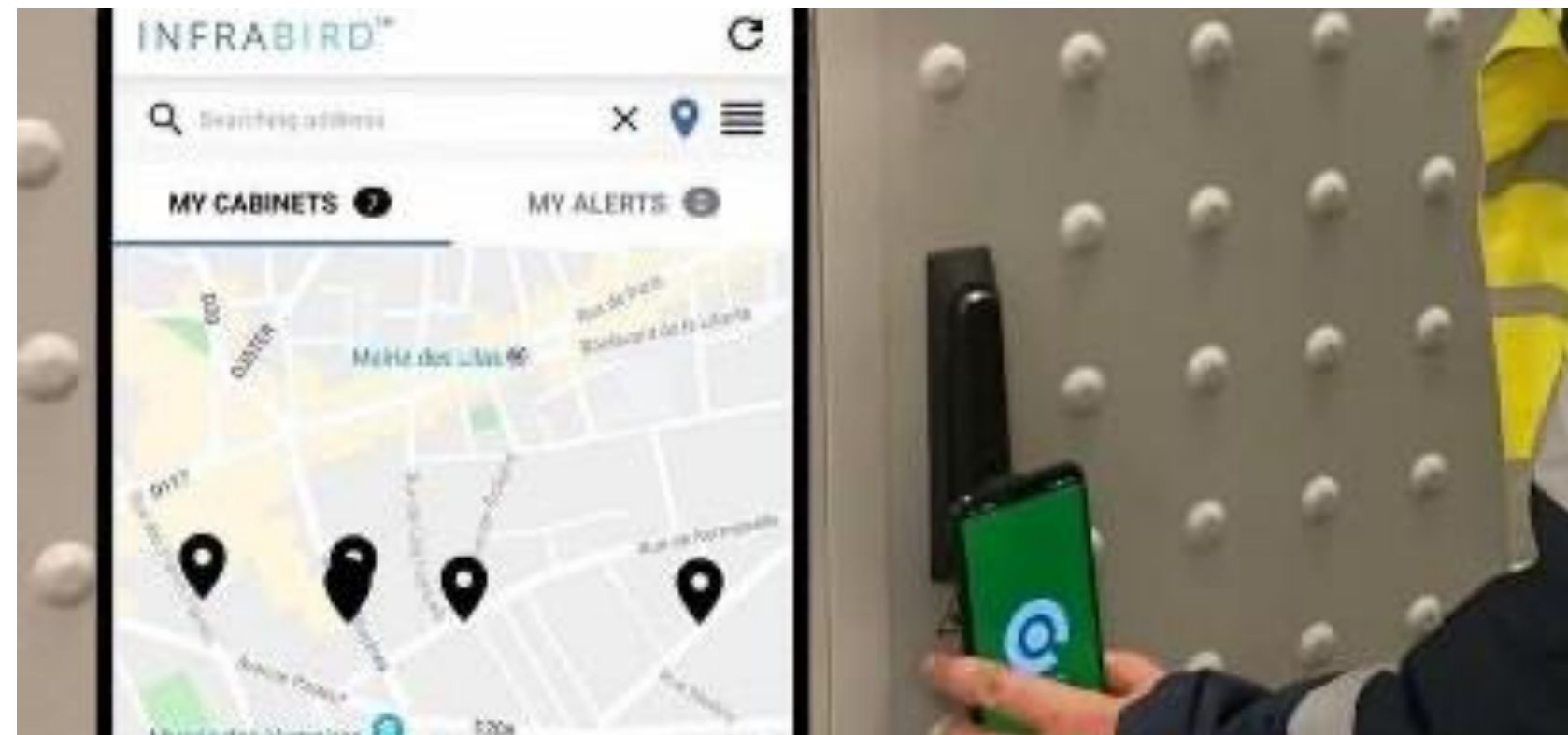
Nexans has extended its long-standing partnership with Eiffage, one of France’s largest civil engineering companies, by winning a contract to supply electric vehicle charging stations for the company’s Vélizy headquarters.

90 Agicity Duo EV charging stations will be deployed in the underground car park at Eiffage’s Vélizy headquarters to provide infrastructure capable of charging 180 vehicles simultaneously at 22 kW.

The Eiffage project will be carried out by Nexans Electric Vehicle Charging Solutions (EVCS).

NEXANS. ELECTRIFY THE FUTURE

TELECOM & DATA



NEXANS LAUNCHES INFRABIRD™, AN INNOVATIVE SOLUTION TO SECURE FTTH STREET CABINETS AND FIBER OPTIC CONNECTION

Nexans has developed an innovative solution to help telecom service providers tackle the major headache of unauthorized access to their fiber-to-the-home (FTTH) street cabinets. INFRABIRD™ can be deployed in just a few minutes to turn passive cabinets into smart, cloud-connected assets.



NEXANS INAUGURATES A NEW PLANT IN MOROCCO FOR THE PRODUCTION OF FIBER OPTIC CABLE ACCESSORIES

Nexans strengthens its industrial presence in Morocco with the inauguration of a new plant for the Telecom Systems Business Unit. This plant will produce fiber optic cable connectorization accessories for FTTH, 5G, data center and LAN applications and will serve the European market, as well as the North African market.