

2021 FULL-YEAR EARNINGS



NEXANS
SUCCESSFUL TURNAROUND.
POWERING AHEAD TO FULL-FLEDGED ELECTRIFICATION PURE PLAYER

FY2021

CHRISTOPHER GUÉRIN, CEO
JEAN-CHRISTOPHE JUILLARD, CFO

16 FEBRUARY 2022
PARIS

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 2021 annual results press release as well as the 2021 financial statements and Nexans Universal Registration Document, which includes a description of the Group's risk factors.

NB: any discrepancies are due to rounding.

INVESTOR RELATIONS

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AGENDA

#01 HIGHLIGHTS

#02 BUSINESS OVERVIEW

#03 KEY FINANCIALS

#04 OUTLOOK

#05 APPENDICES

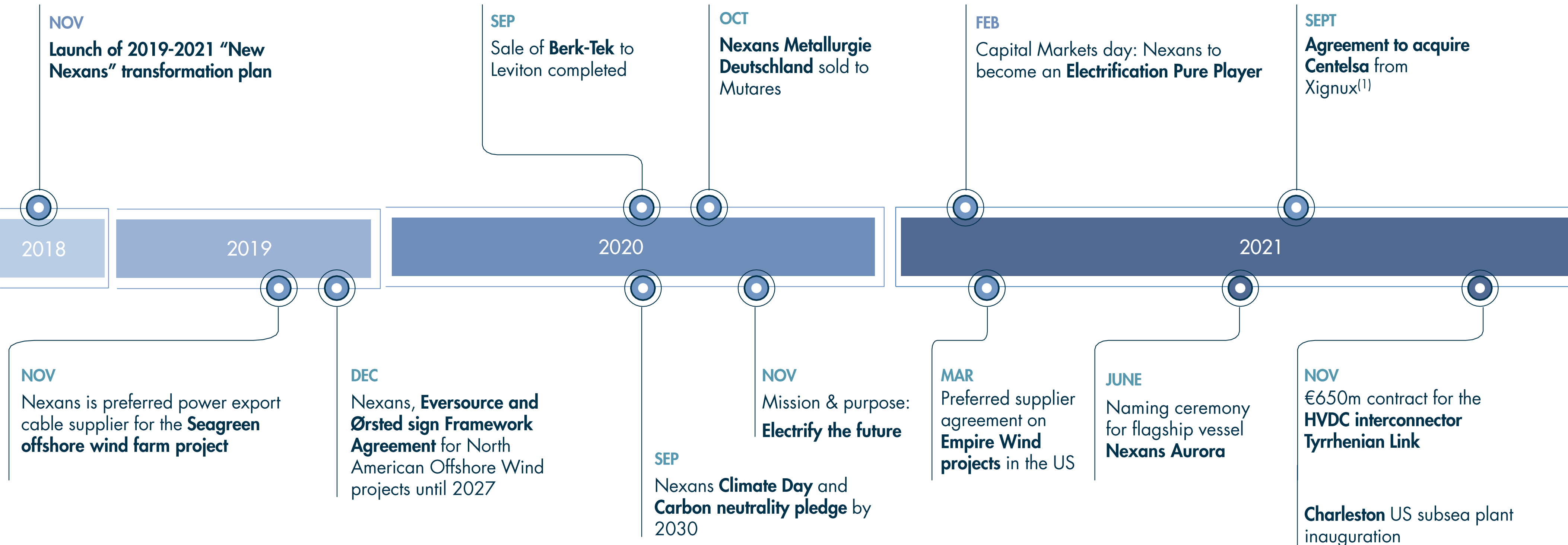
01

HIGHLIGHTS

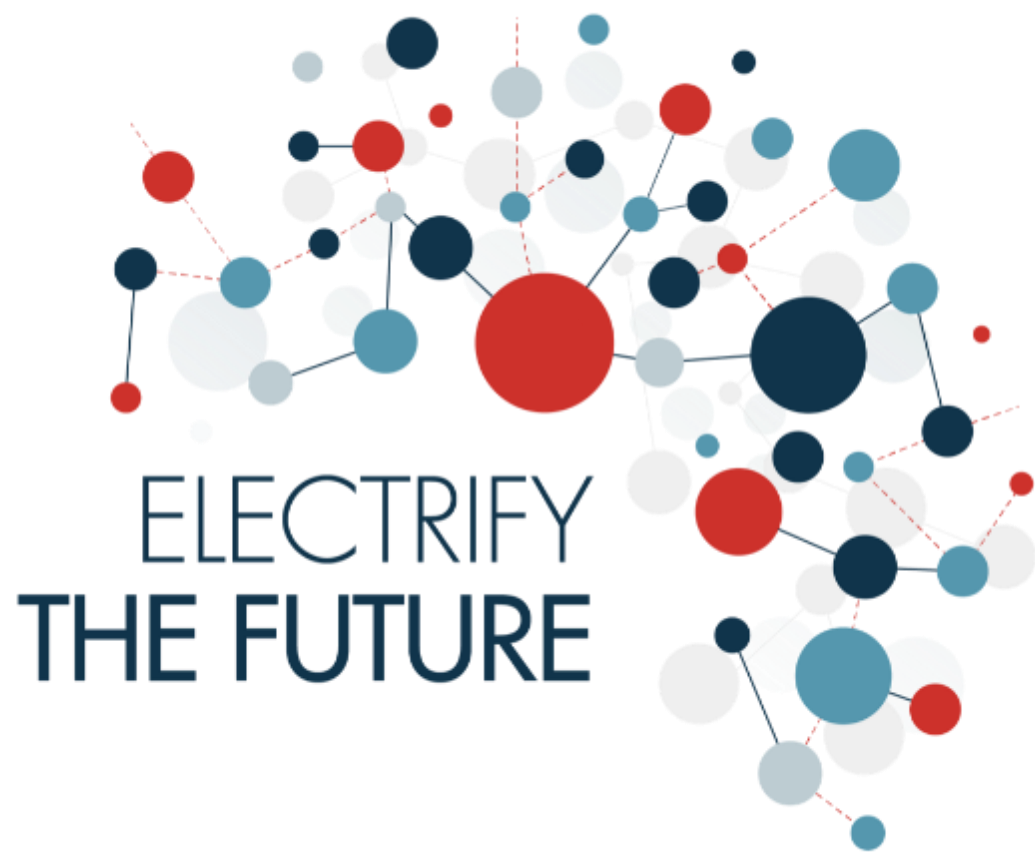
CHRISTOPHER GUÉRIN
CEO

JEAN-CHRISTOPHE JUILLARD
CFO

2019-2021: DELIVERING ON OUR STRATEGIC ROADMAP



FY 2021: SUCCESSFUL TURNAROUND. POWERING AHEAD TO FULL-FLEDGED ELECTRIFICATION PURE PLAYER



#01

OUTSTANDING 2021 PERFORMANCE

- **Outperformance** of Group EBITDA, Free Cash Flow and ROCE
- **Steady margin improvement (+157 bps)** driven by selectivity, value growth focus and supply chain effectiveness
- **Proposed dividend** of €1.2 per share against €0.7 in 2020 (up +71%)
- **S&P rating** upgraded to BB+

#02

2019-2021 "NEW NEXANS" TRANSFORMATION ACHIEVED

- **SHIFT Performance program** and **costs optimization** exceeding profitability and cash generation targets
- **Strategic Capex:** Nexans Aurora vessel and **Charleston US plant** fully operational in Q4 2021
- **High quality adjusted Subsea High Voltage backlog⁽¹⁾** (+59%) evidencing solid track record, unique risk-reward model, margin yield improvement and limited contractual terms exposure

#03

2022-2024 "WINDS OF CHANGE": POWERING AHEAD TO ELECTRIFICATION

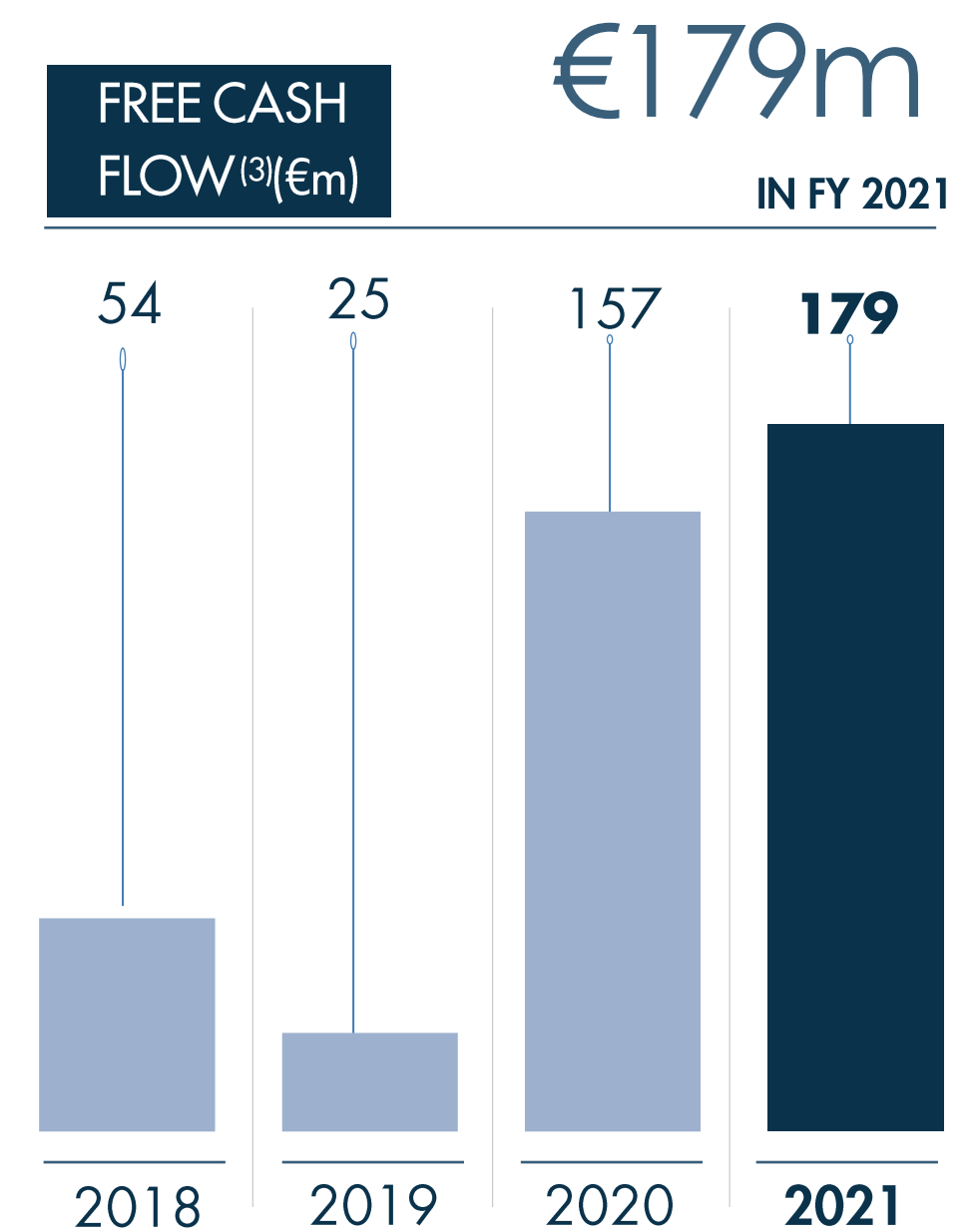
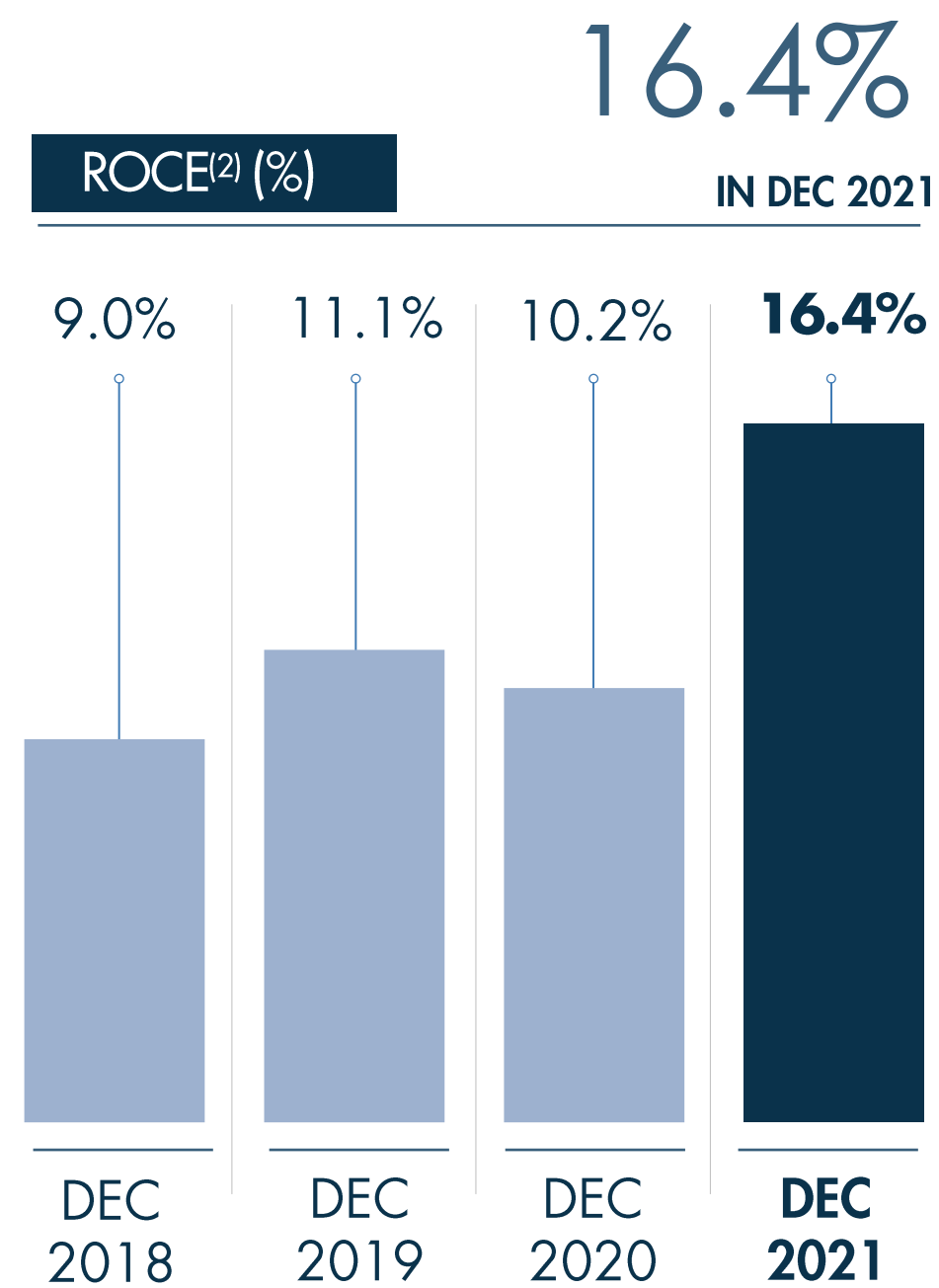
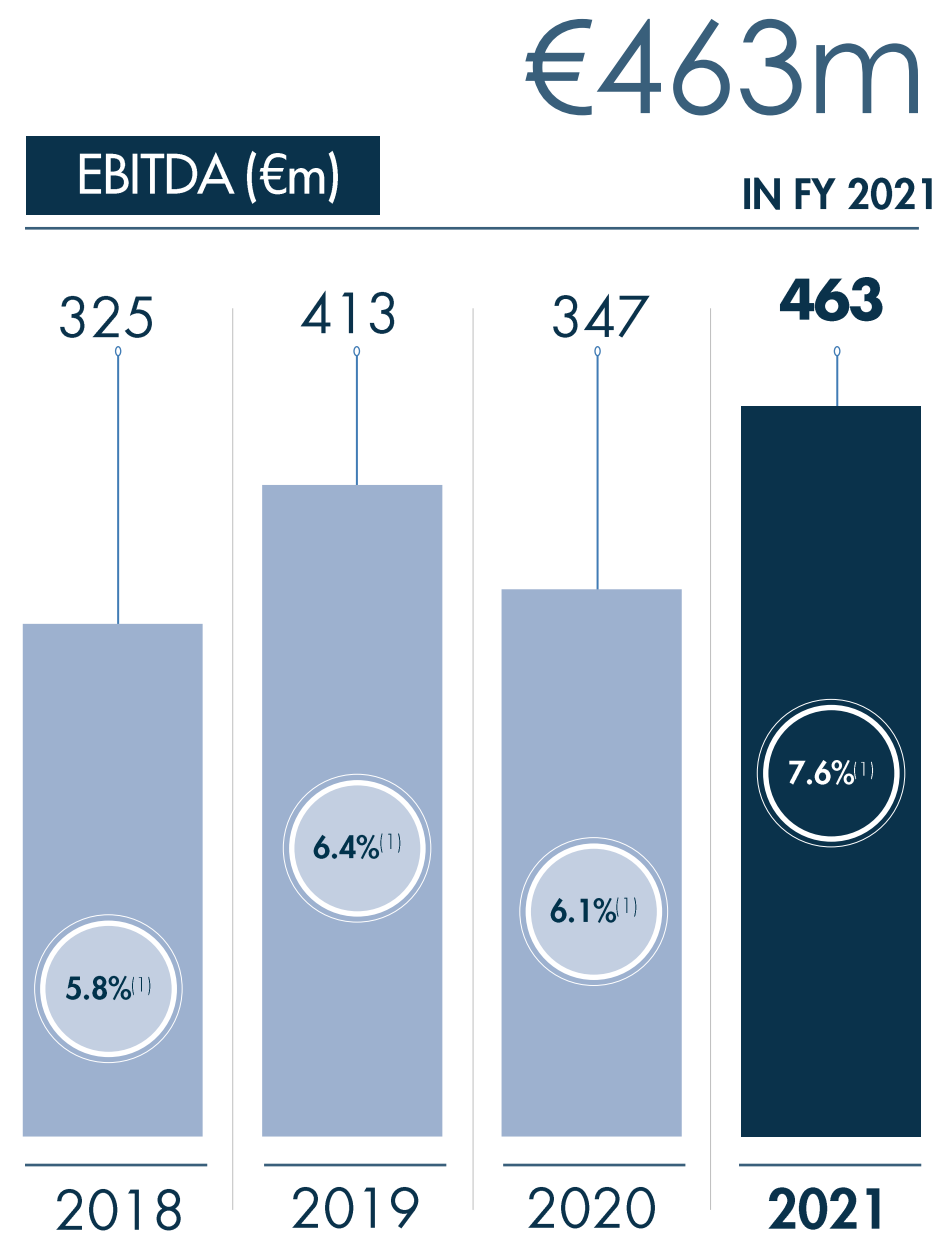
- **Simplify to Amplify:** agreement to acquire Centelsa in Colombia pending antitrust approval expected in H1 2022 and disposal process underway
- **Transform and Innovate:** SHIFT Prime methodology implementation supported by new Design Labs and Marketing organizations; 3 global innovations roll-out

FY 2021: OUTSTANDING 2021 PERFORMANCE

OBJECTIVES	2021 GUIDANCE	2021 PERFORMANCE
EBITDA	Between €430m & €460m	€463m OUTSTANDING
ROCE⁽¹⁾	Between 13% & 15%	16.4% OUTSTANDING
FREE CASH FLOW⁽²⁾	Between €100m & €150m	€179m OUTSTANDING
ESG COMMITMENTS	2021 ESG Scorecard targets	89% sites ISO 14001 certified ON TRACK 24.5% women in management position

FY 2021: FINANCIAL HIGHLIGHTS

CONTINUOUS IMPROVEMENT OVER THE LAST 3 YEARS

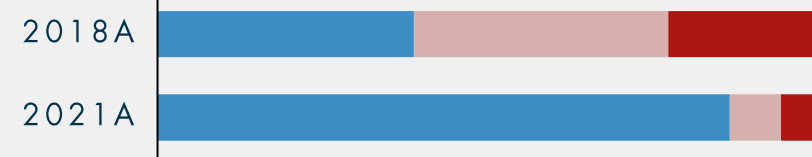


2019-2021 "NEW NEXANS" TRANSFORMATION PLAN COMPLETION SUCCESSFUL TURNAROUND

FROM 52% TO 87% OF NEXANS' SALES COMING FROM PROFIT DRIVERS

Split of the 2018 and 2021 turnover per Business Unit segment (Simplified and at iso-volume)

Building & Territories



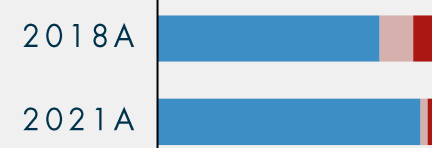
Progress vs. 2021 ambition:
IN LINE
●●●●●

High Voltage & Projects



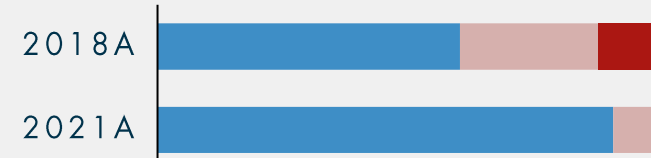
Progress vs. 2021 ambition:
IN LINE
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Telecom & Data



Progress vs. 2021 ambition:
IN LINE
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Industry & Solutions



Progress vs. 2021 ambition:
OUTSTANDING
●●●●●

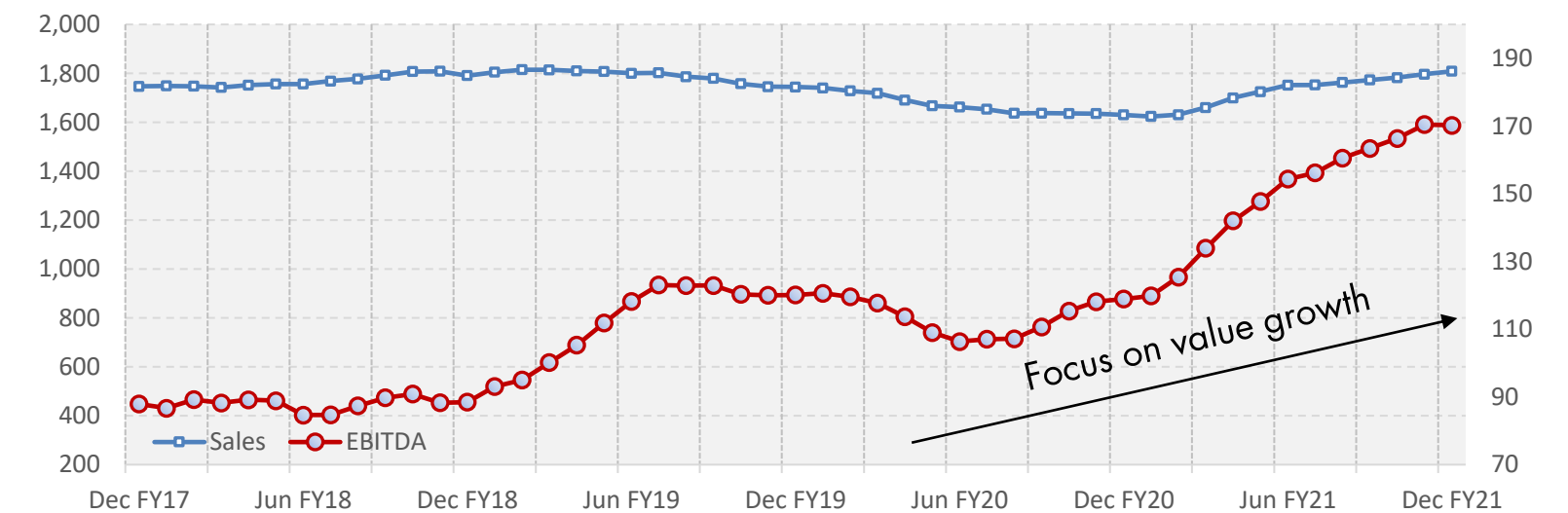
- 1 Profit drivers and Profitable Cash tanks
- 2 Transformation candidates and Cash tanks
- 3 Value Burners

(1) 12-month operating margin / 12-month average capital employed
(2) Average of last 12 months Operating Working Capital closing position



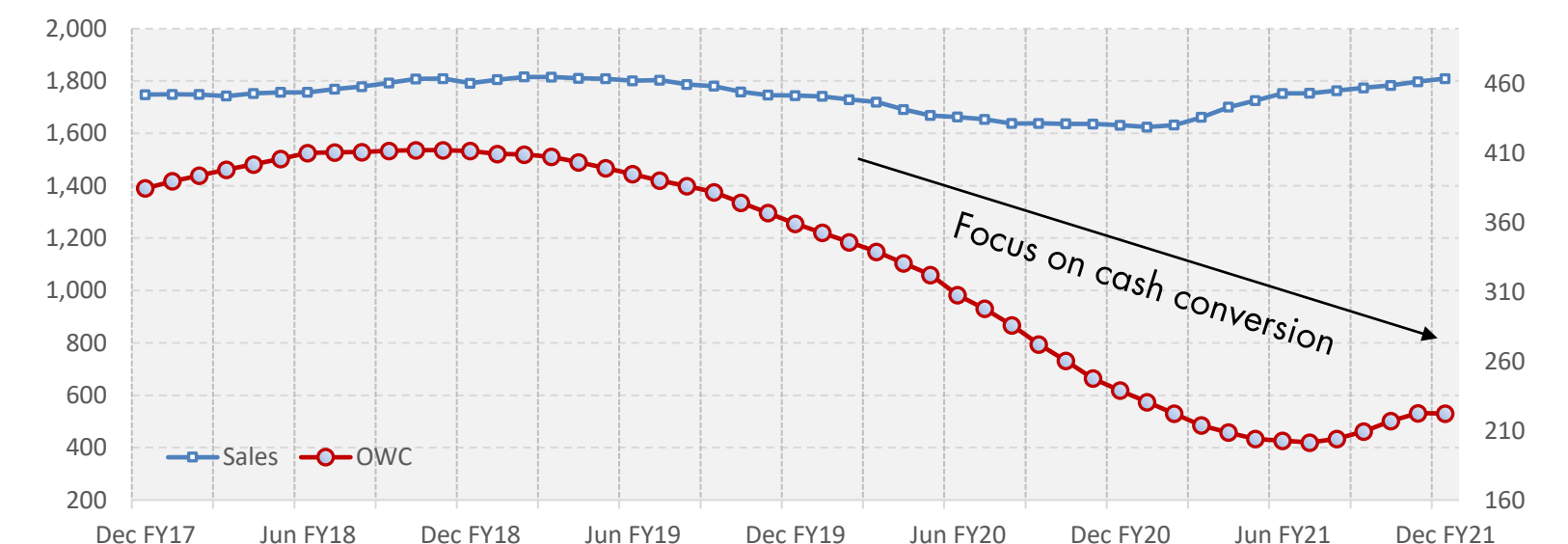
VALUE CREATION AND CASH FOCUS

Sales & EBITDA evolution in 17 units deployed - 12-month rolling in €m

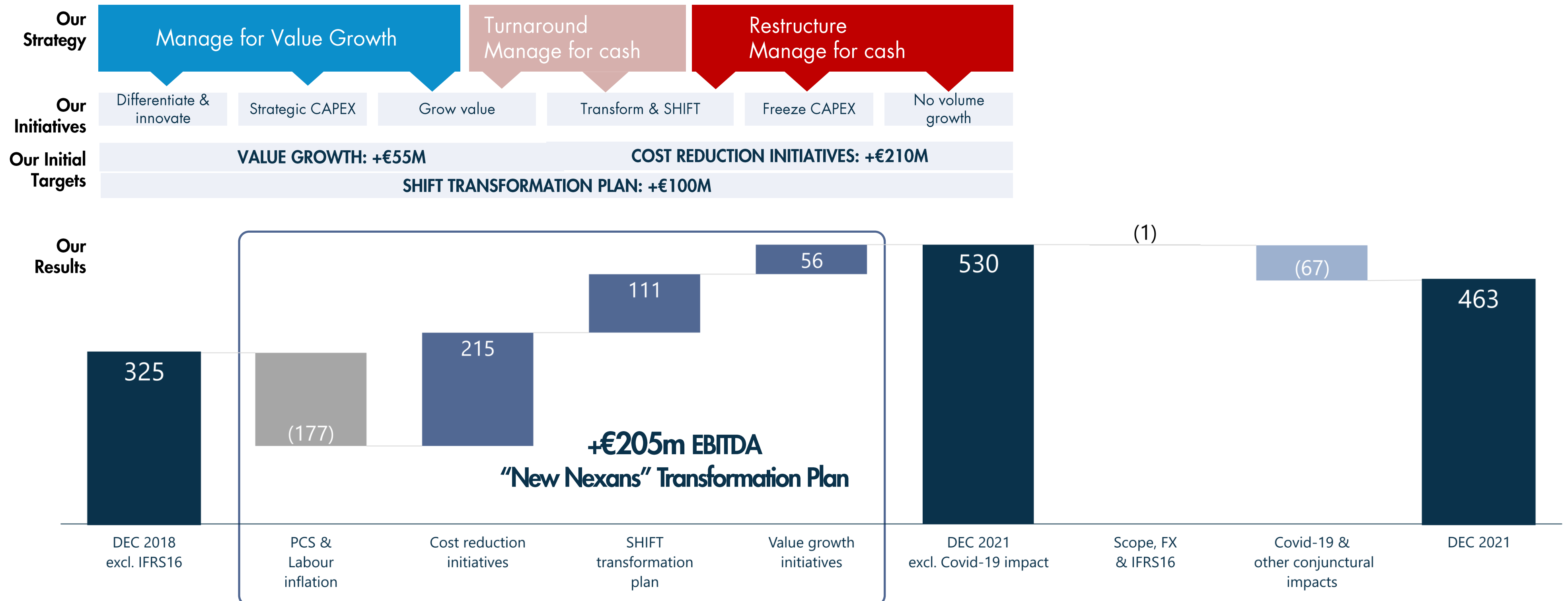


6.7% ROCE⁽¹⁾ → **X3** in 3 years → 20.2% ROCE⁽¹⁾

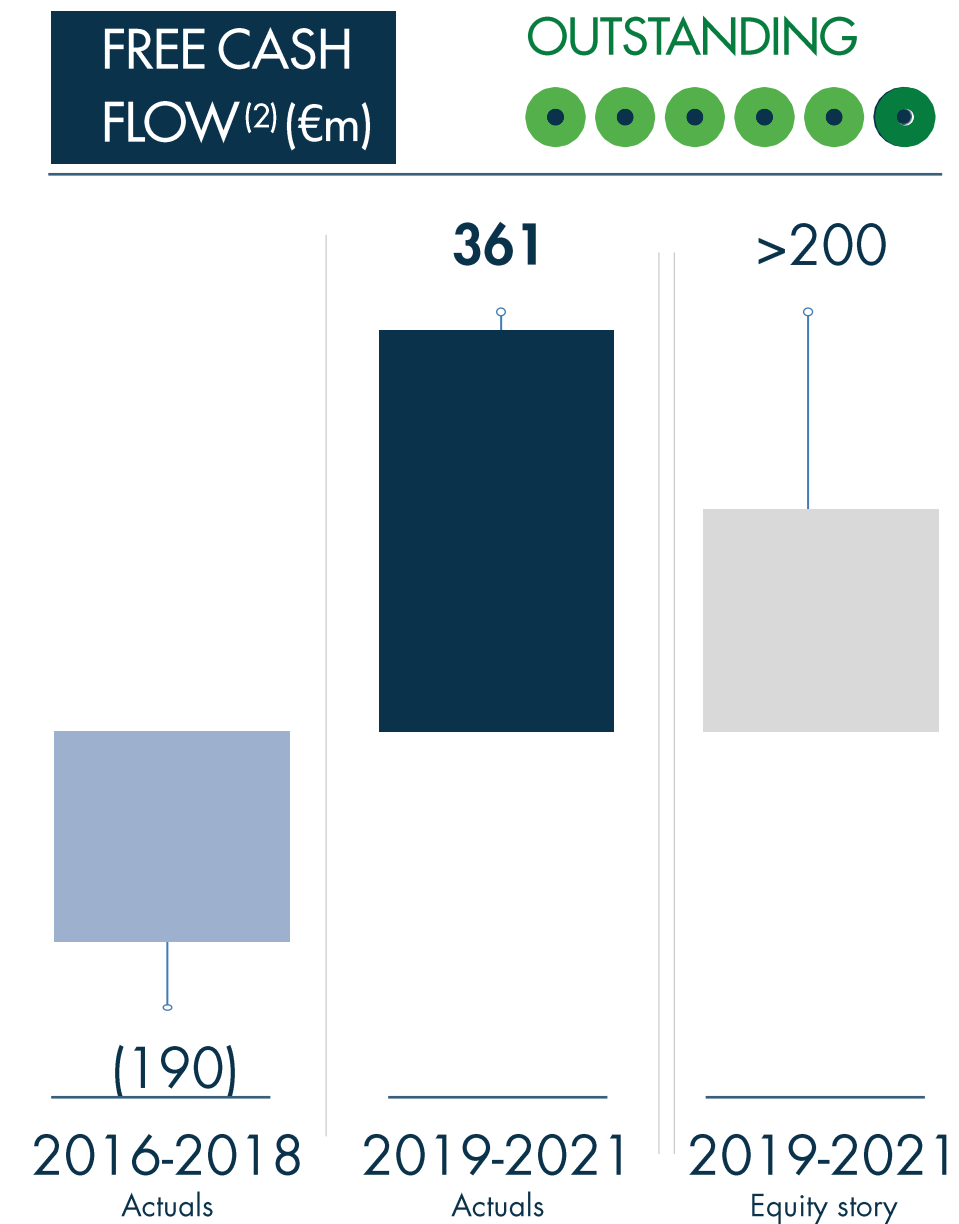
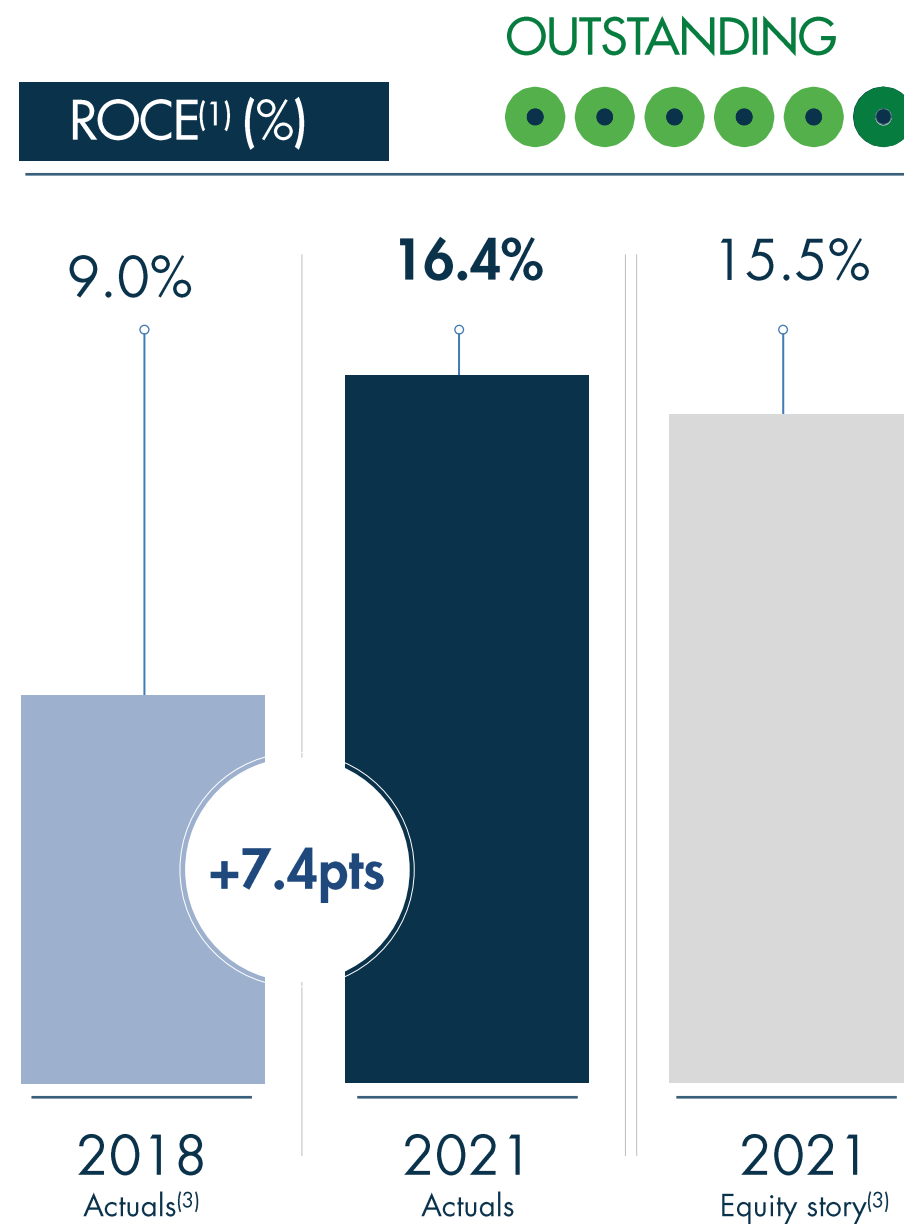
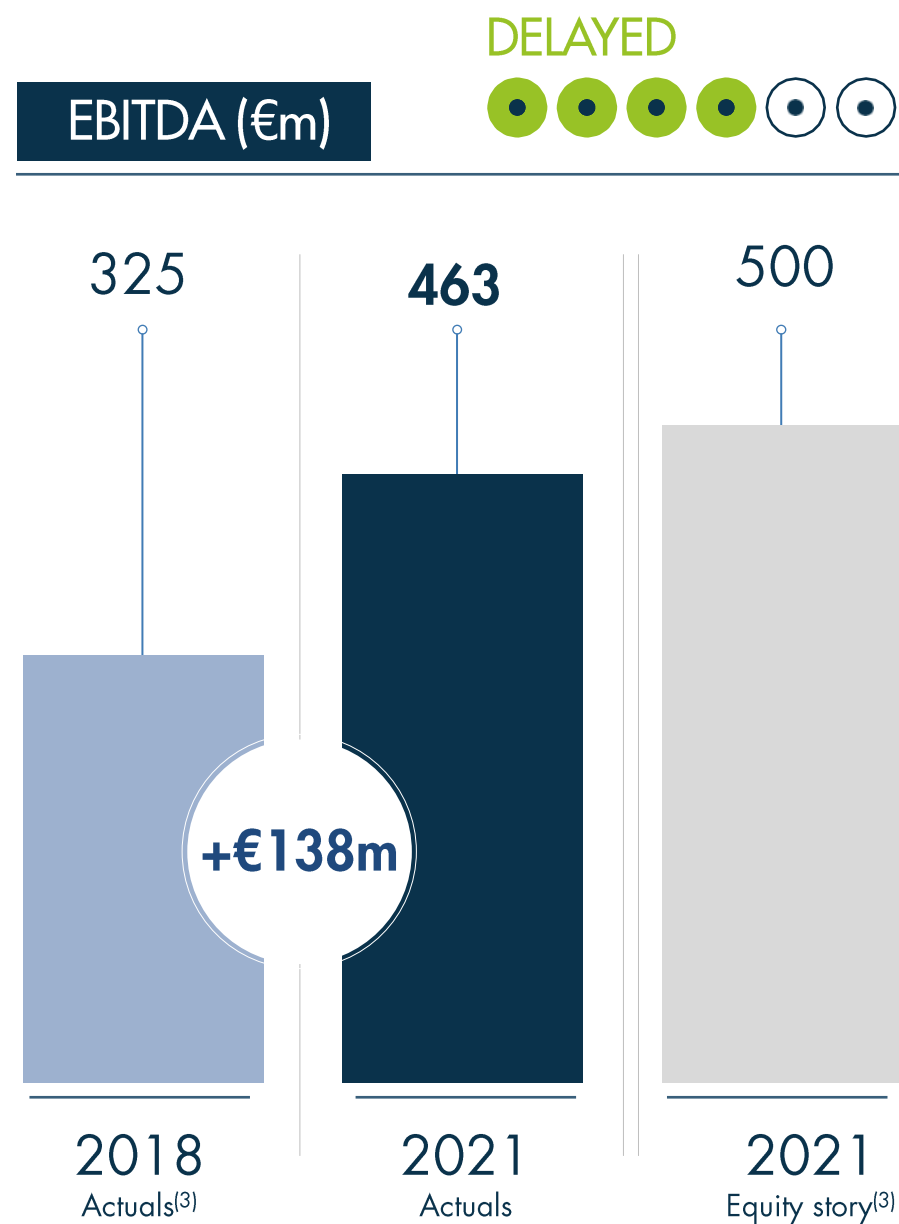
Sales 12-month rolling and OWC⁽²⁾ evolution in 17 units deployed



2019-2021 "NEW NEXANS" TRANSFORMATION PLAN COMPLETION OUTPERFORMING INITIAL TARGETS



COMPLETING 2019-2021 "NEW NEXANS" TRANSFORMATION PLAN EXCEEDING ROCE AND FCF INITIAL TARGETS, EBITDA TO BE ACHIEVED IN 2022 DUE TO COVID-19

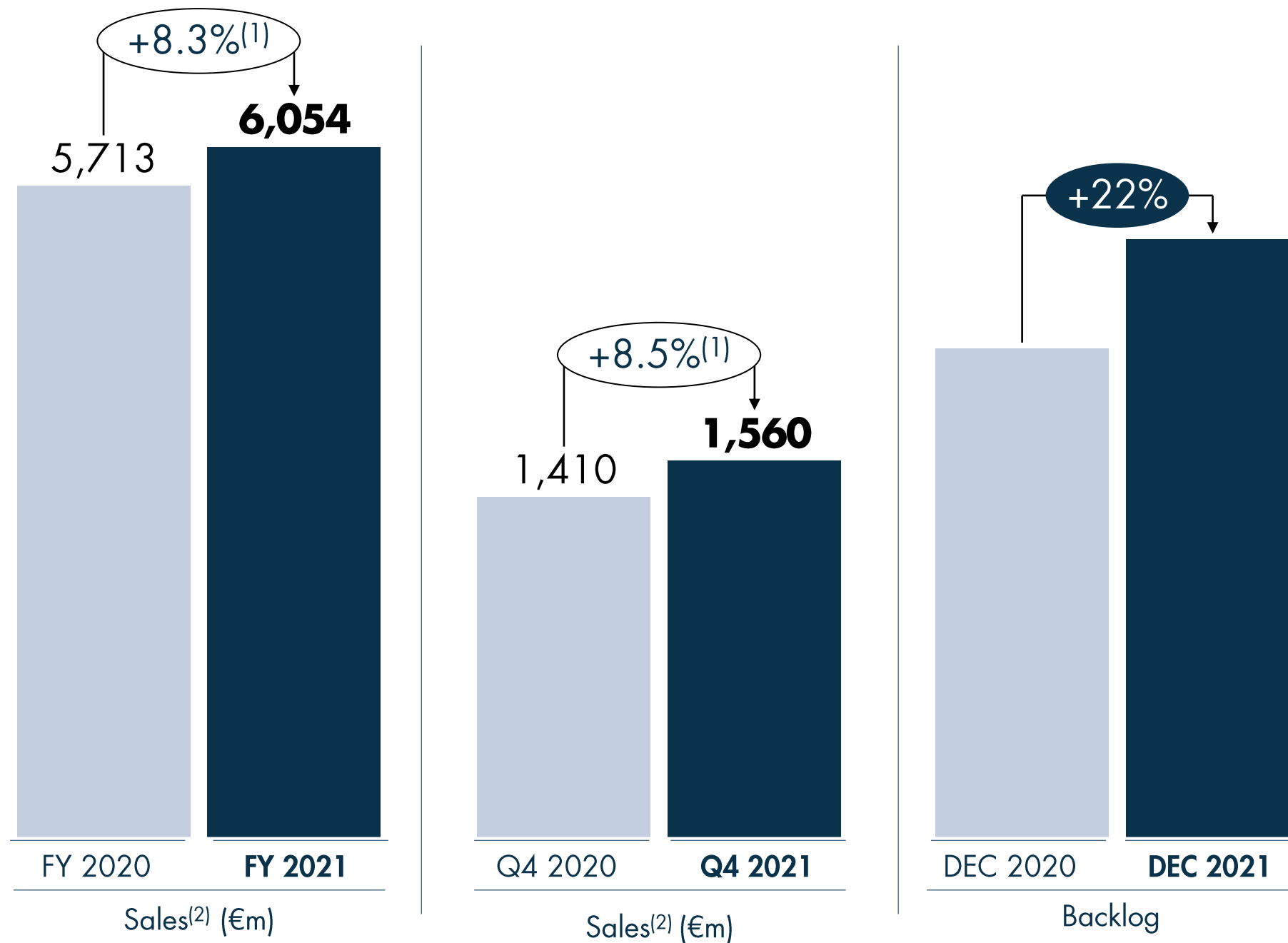


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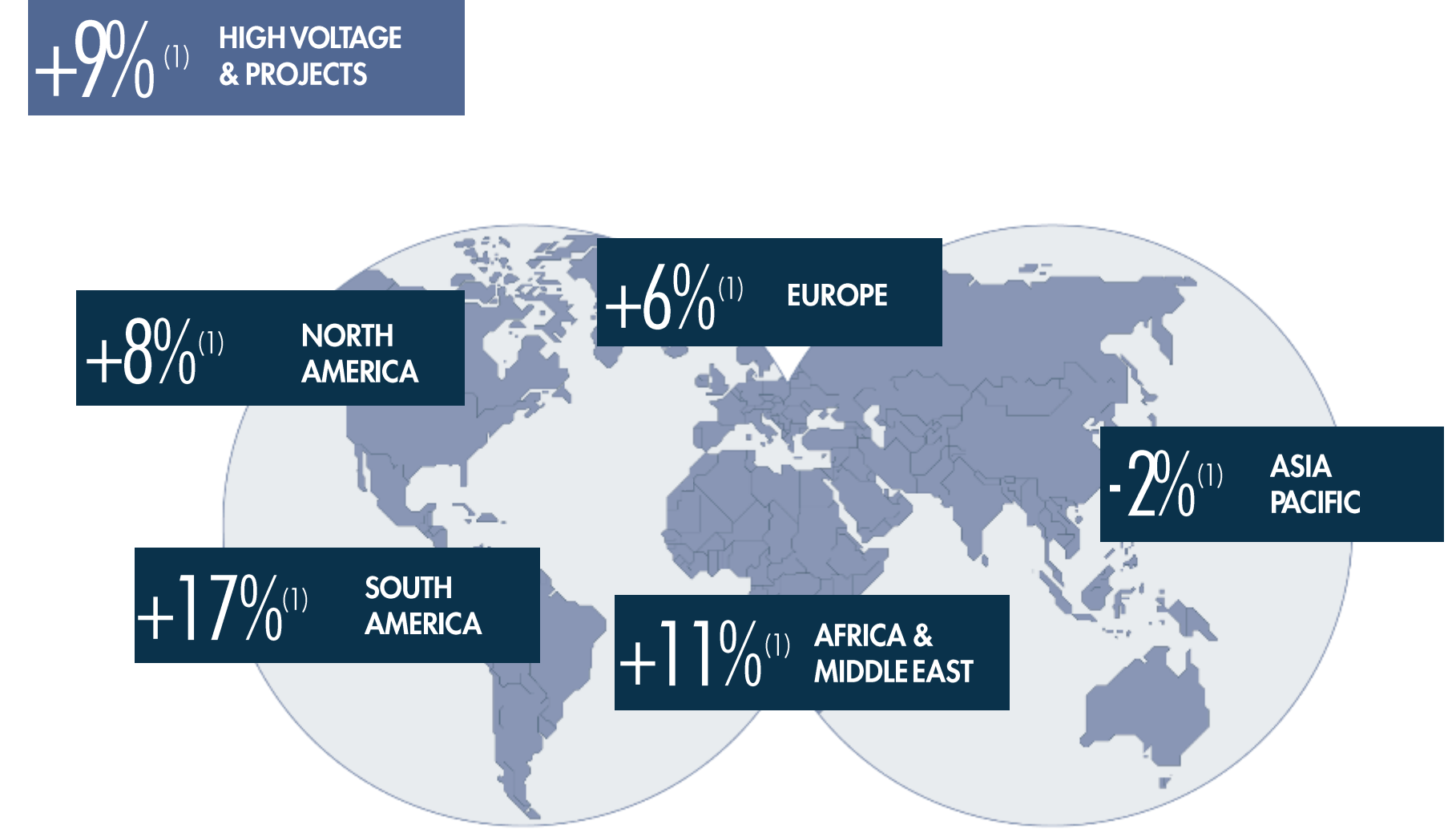
BUSINESS OVERVIEW

CHRISTOPHER GUÉRIN
CEO

FY 2021: Q4 SALES CATCH-UP CONFIRMED



FY 2021 VS FY 2020 ORGANIC SALES GROWTH BY CONTINENT⁽³⁾

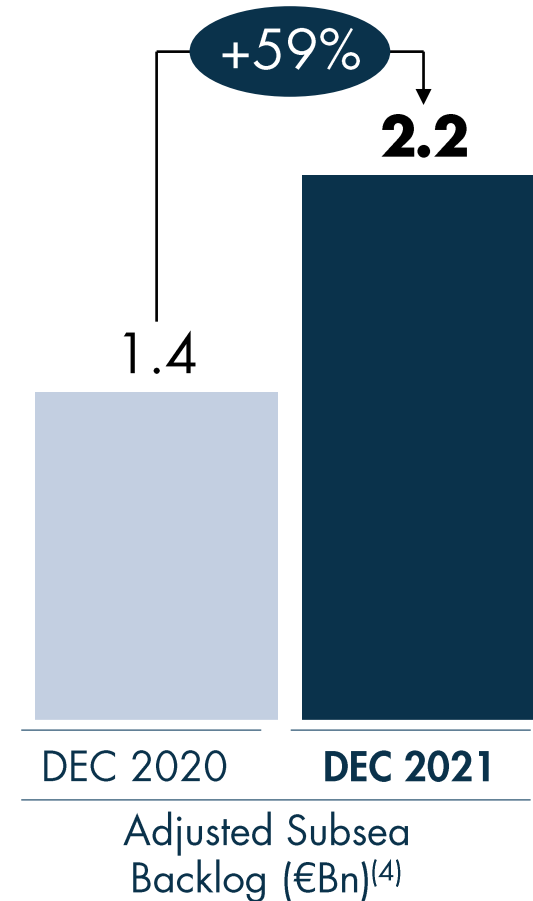
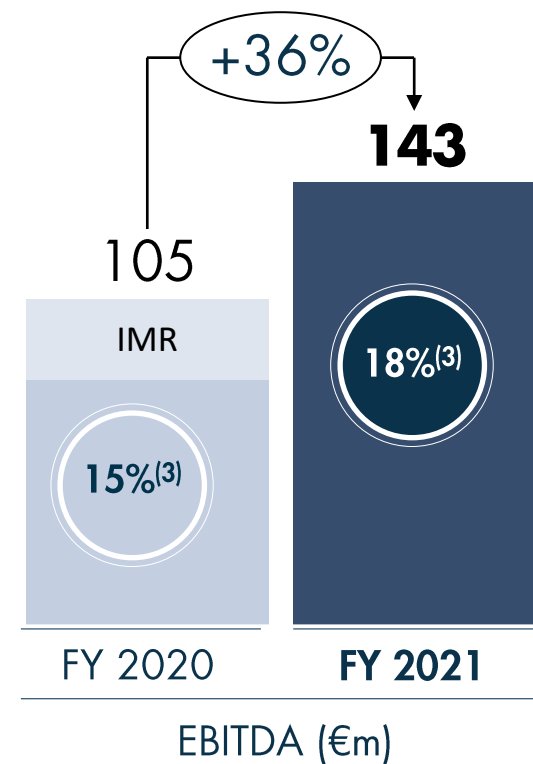
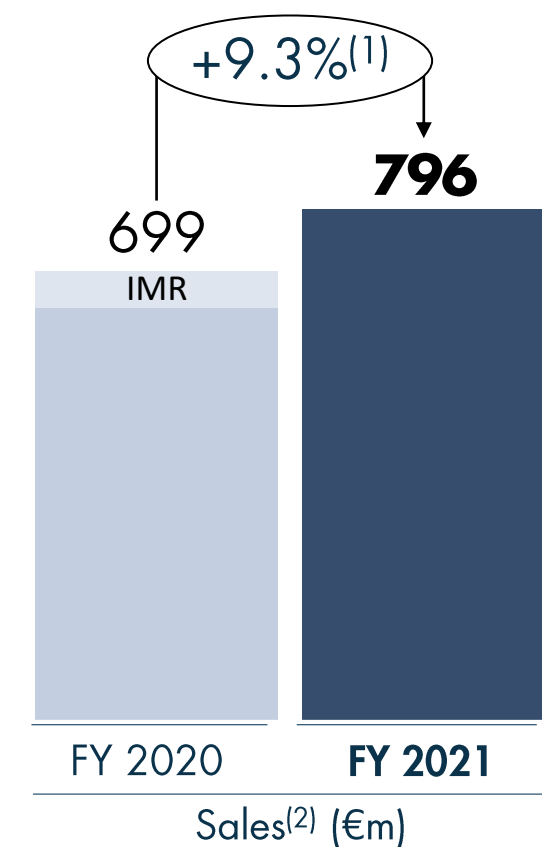


HIGH VOLTAGE & PROJECTS STRONG CATCH-UP IN Q4 AND HEALTHY BACKLOG

SUBSEA HIGH VOLTAGE: Strong performance in Q4 translating project phasing and contribution from new Nexans Aurora vessel and first subsea HV plant in Charleston, US.

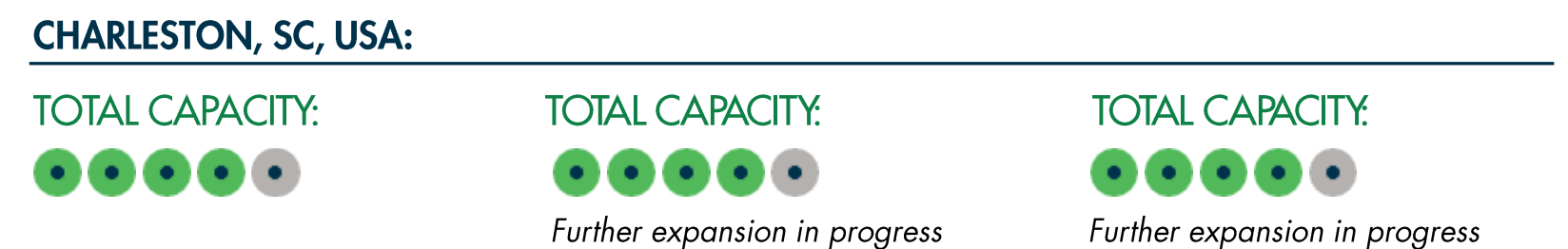
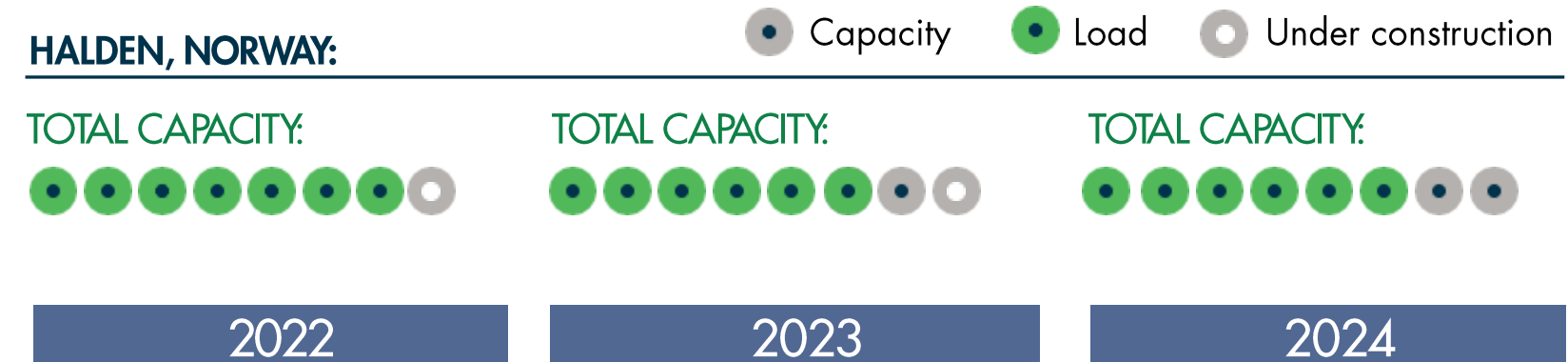
FULL EPCI TURNKEY MODEL: Solid order intake momentum reflected by Tyrrhenian Links, Moray West and South Fork awards.

PROJECT PIPELINE: €20+Bn; Nexans front-runner on major projects thanks to state-of-the-art assets, cutting edge technologies and risk-reward model.



(1) Organic growth
 (2) Standard sales at constant metal price
 (3) EBITDA margin on standard sales
 (4) Adjusted Subsea backlog including contracts secured not yet enforced

~80% PLANT LOAD FOR THE NEXT 3 YEARS



PROGRESS STATUS ON STRATEGIC INVESTMENT



Nexans Aurora vessel and Charleston US plant fully operational in Q4 2021

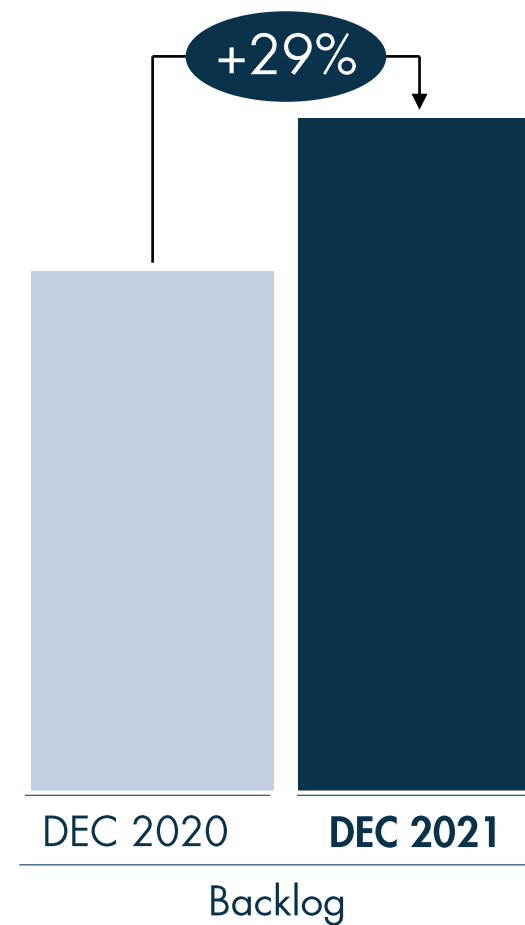
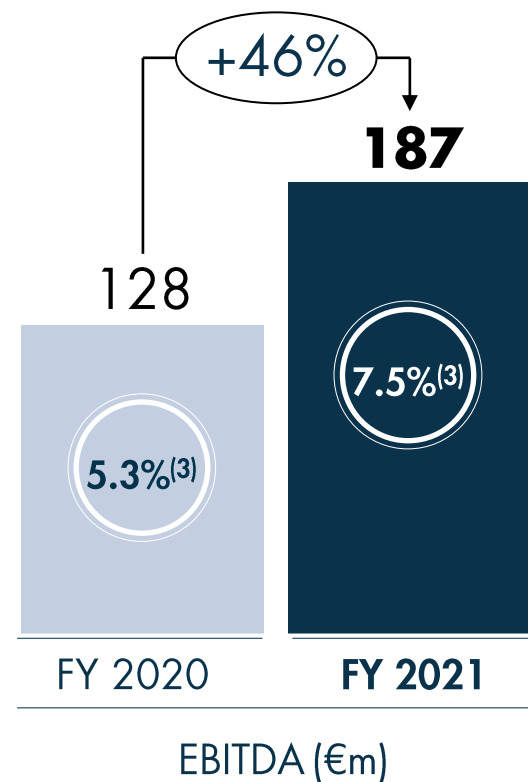
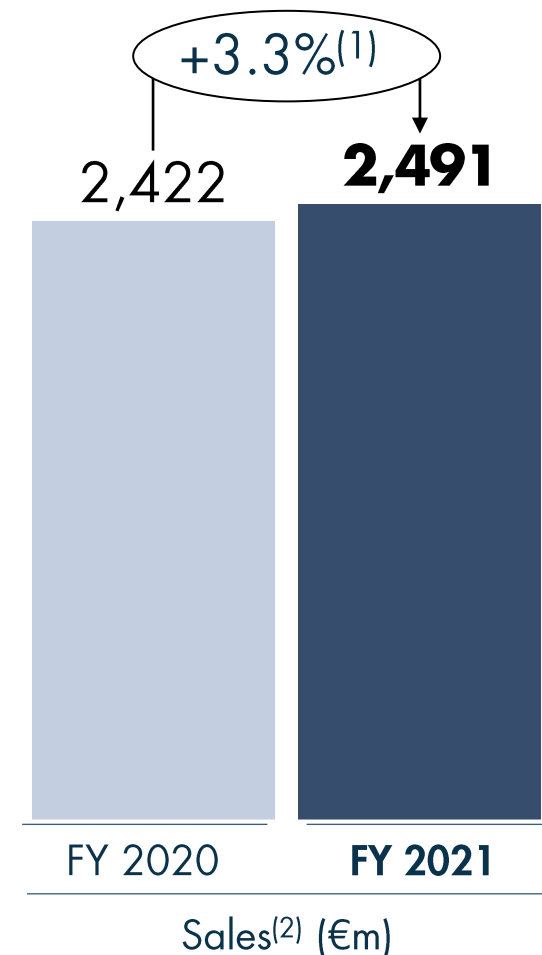


As per new strategic plan, investment in Halden plant capacity extension initiated

BUILDING & TERRITORIES SHIFT PERFORMANCE AND SELECTIVITY BOOSTING MARGIN GROWTH

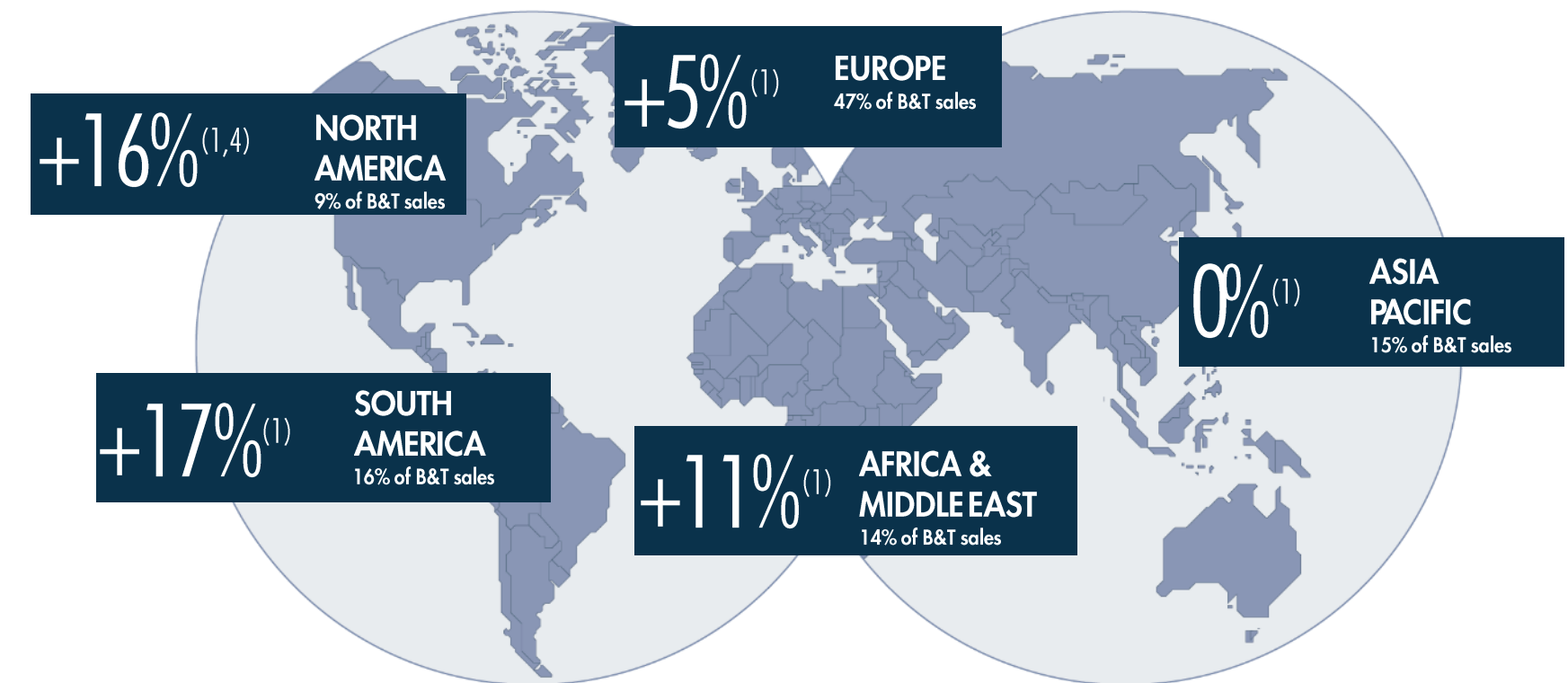
BUILDING: Outstanding performance due to continued pricing monitoring and SHIFT Prime & Performance deployment focused on selective growth on value-added products/services. Continued demand across geographies providing visibility into early 2022.

TERRITORIES (UTILITIES): A transition year amidst frame-agreement renewals in Q3. Increase in grid upgrade investments supports demand in the medium term.



(1) Organic growth
 (2) Standard sales at constant metal price
 (3) EBITDA margin on standard sales
 (4) Excluding Chester plant closed in June 2020 in the US

FY 2021 VS FY 2020 SALES ORGANIC GROWTH BY CONTINENT



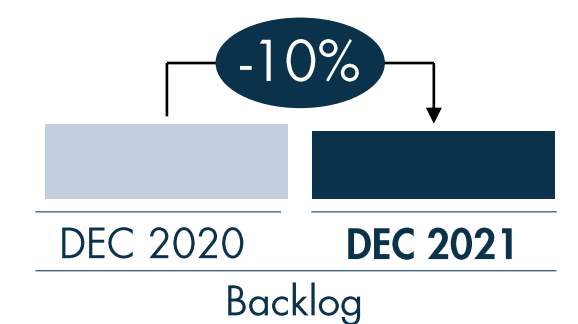
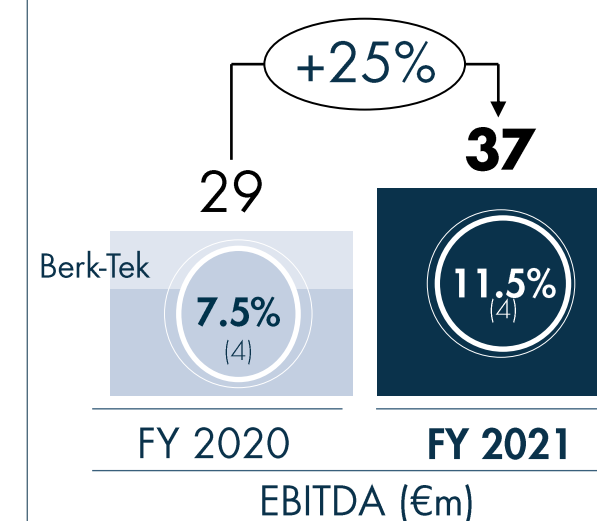
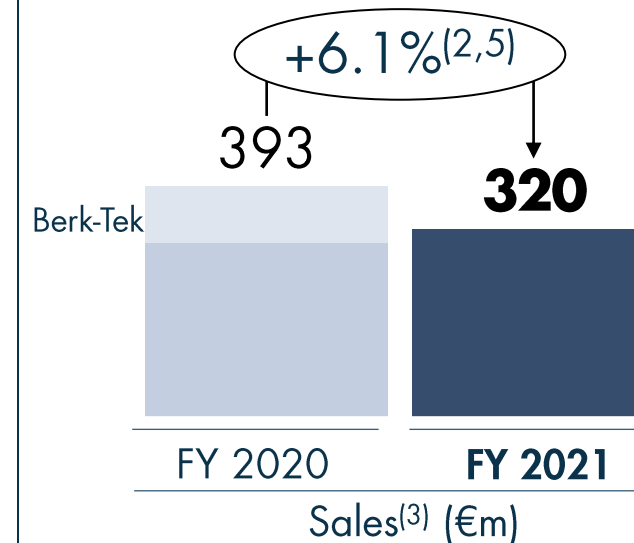
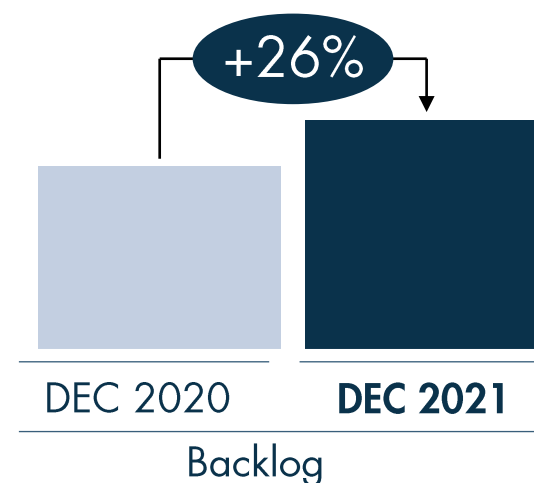
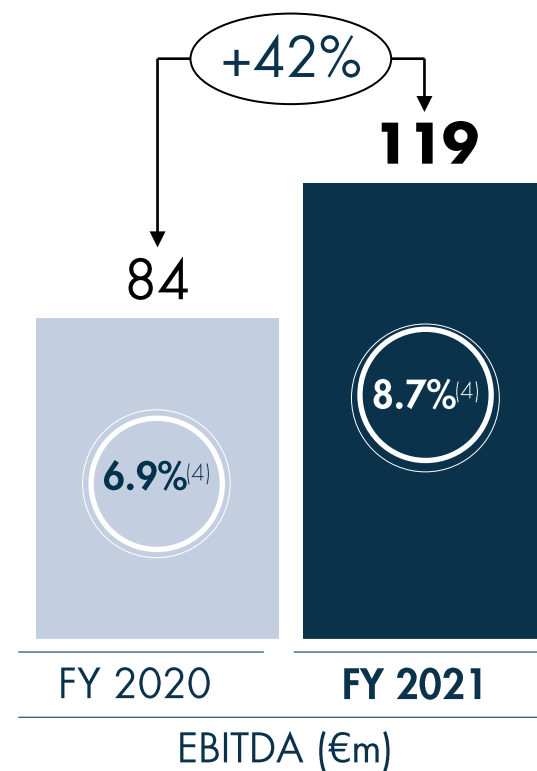
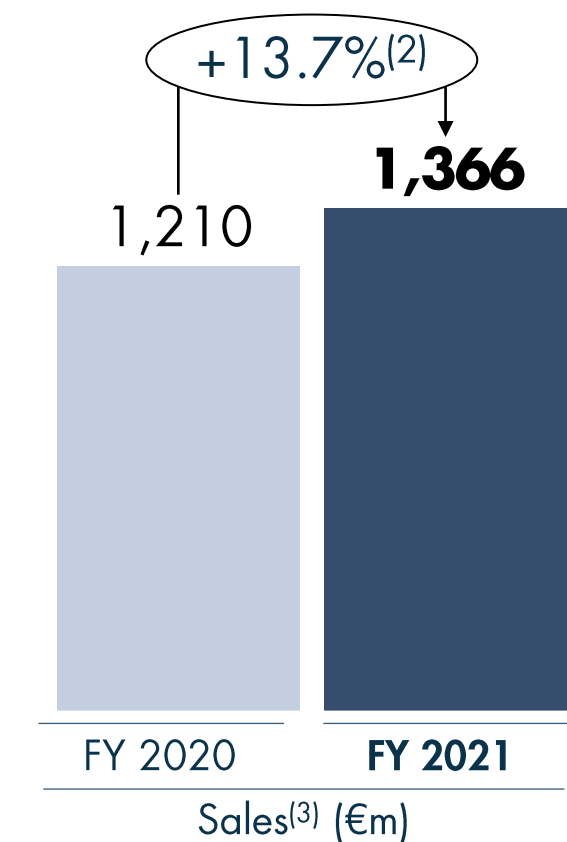
INDUSTRY & SOLUTIONS

ROBUST PERFORMANCE BOOSTED BY AUTO-HARNESSES AND AUTOMATION

AUTOMATION: Boost in sales supported by strong demand in Europe.

AUTO-HARNESSES: Record performance supported by strong first half and normalizing in Q4.

TRANSPORT⁽¹⁾: Continued recovery in Aerospace while Rolling Stocks is challenged by lower demand in Asia.



TELECOM & DATA

SOLID MARGIN IMPROVEMENT

LAN CABLES AND SYSTEMS: Sound performance across the year supported by demand both in Asia and Europe.

SPECIAL TELECOM (SUBSEA): Continuous performance reflecting end of year backlog consumption.

TELECOM INFRASTRUCTURE: Sequential improvement throughout the year. Performance supported by competitiveness measures and stronger selectivity of markets.

03

FINANCIALS

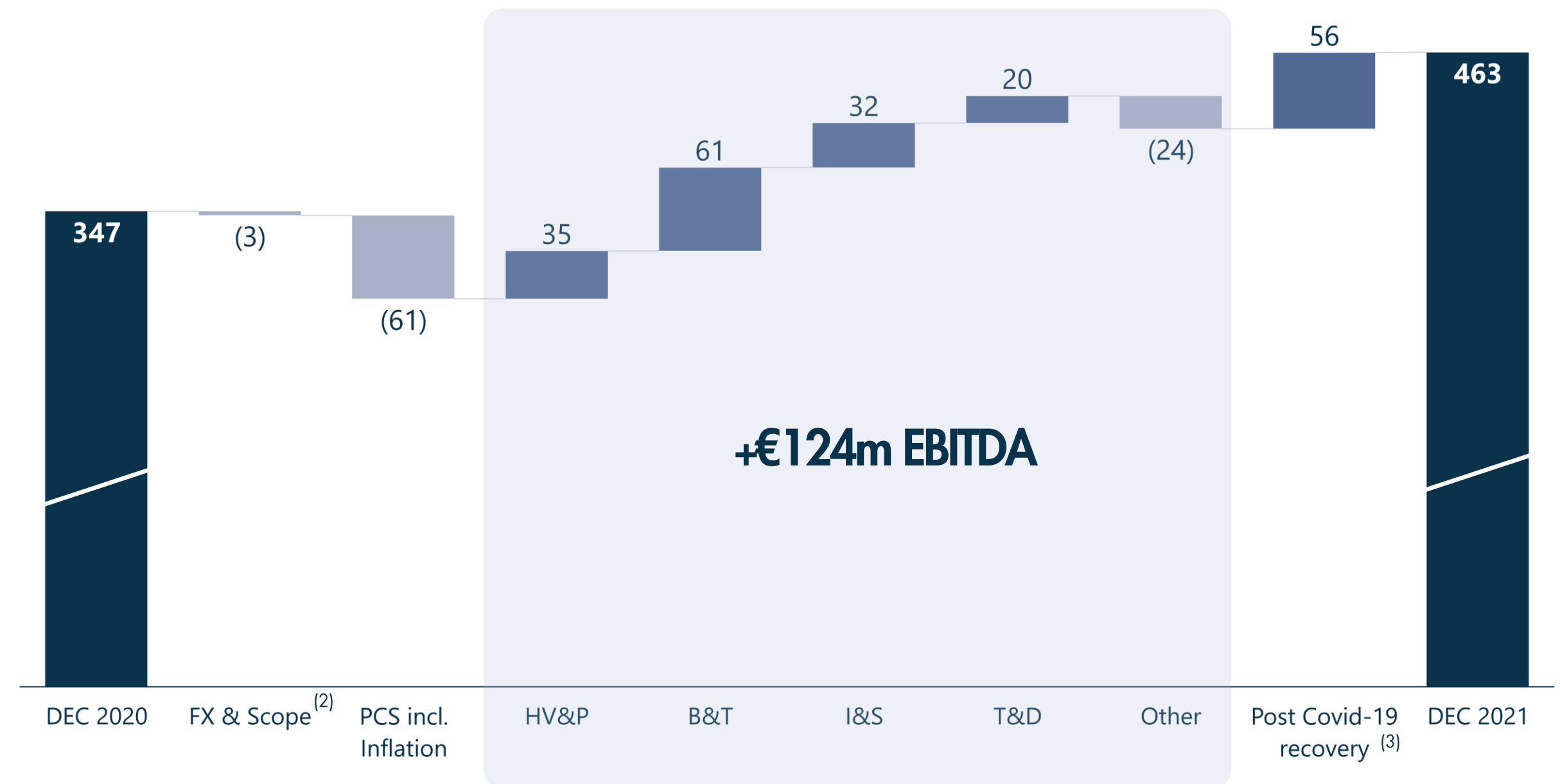
JEAN-CHRISTOPHE JUILLARD
CFO

+33% EBITDA PERFORMANCE IN 2021 VERSUS 2020

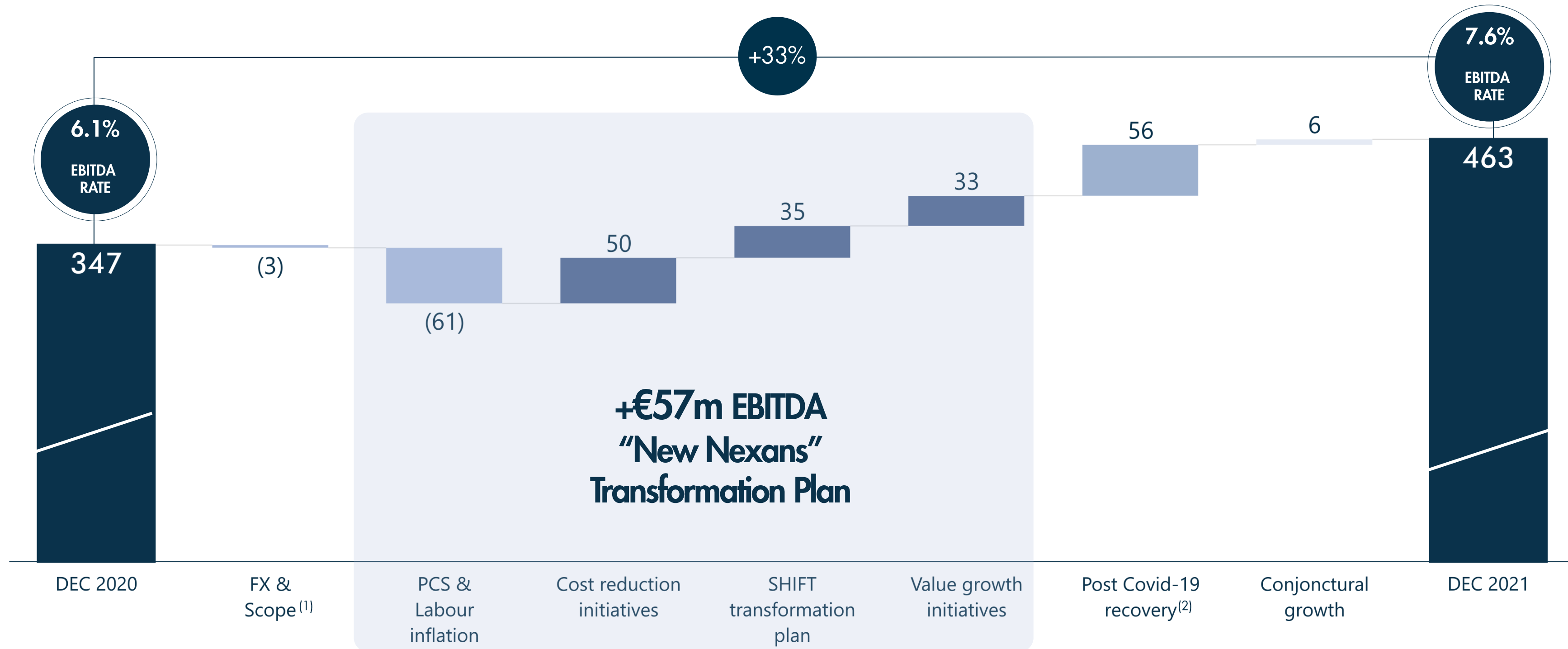
KEY FIGURES

In million euros	2020	2021
Sales at Current Metal Prices	5,979	7,374
Sales at Standard Metal Prices	5,713	6,054
Organic Growth	-8.6%	+8.3%
EBITDA	347	463
EBITDA Rate ⁽¹⁾	6.1%	7.6%
Operating Margin	193	299
Operating Margin Rate ⁽¹⁾	3.4%	4.9%
Reorganization costs	(107)	(58)
Other operating items	160	96
Operating income	246	338
Net financial expense	(54)	(101)
Income before tax	192	237
Income tax	(111)	(72)
Net income from operations	80	164

EBITDA EVOLUTION (€m)



EBITDA MARGIN UP +157 BPS TO REACH 7.6% IN 2021

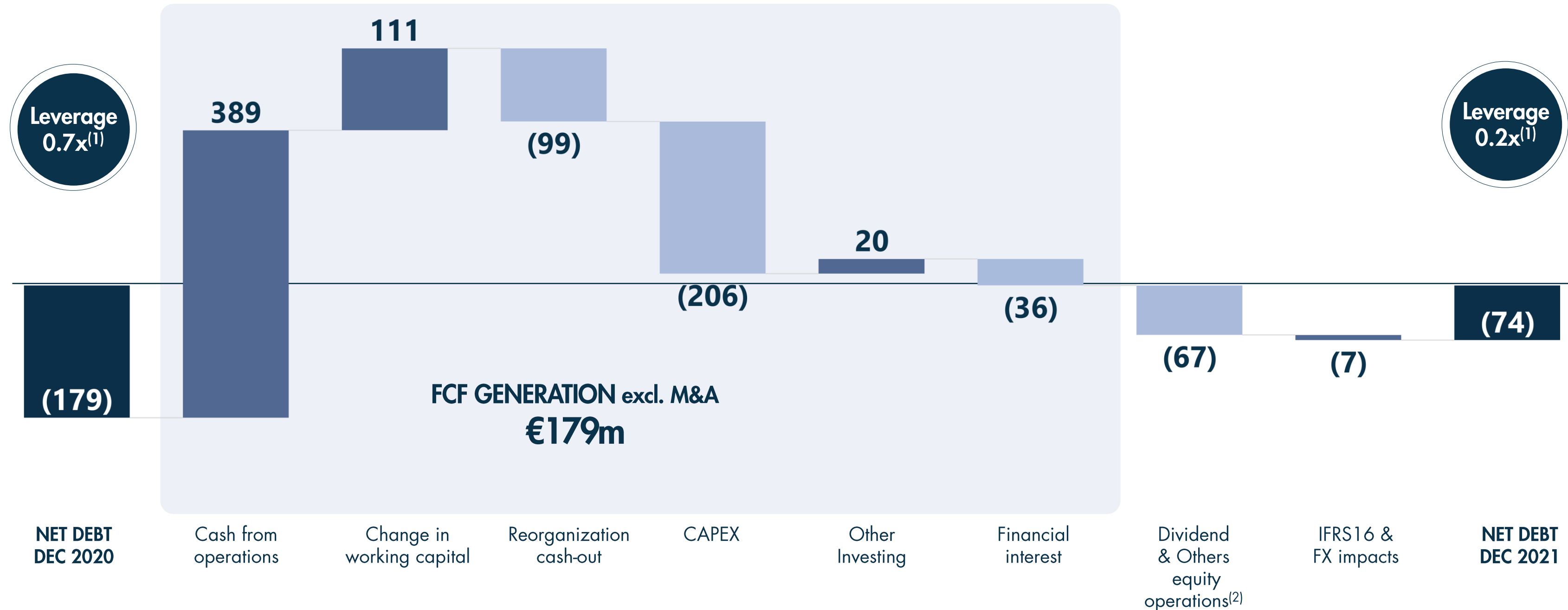


(1) Scope impact mainly including 9 months EBITDA of Berk-Tek disposed of in third quarter 2020 for €(12)m

(2) Rebound after Covid-19 estimated impact in EBITDA is computed by netting i) the impact on the margin of higher sales volumes in H1 2021 versus H1 2020, in countries and regions impacted with lock-downs, plants closure, and/or reduced level of commercial activity and ii) increase in fixed costs due to government subsidies and premium to workers perceived in 2020 and iii) the impact on the margin of higher sales volume in H2 2021 versus H2 2020 for businesses with limited recovery

NET DEBT AT 10-YEAR LOW THANKS TO CONTINUED FREE CASH FLOW CONVERSION

NET DEBT LAST 12 MONTHS EVOLUTION (€m)

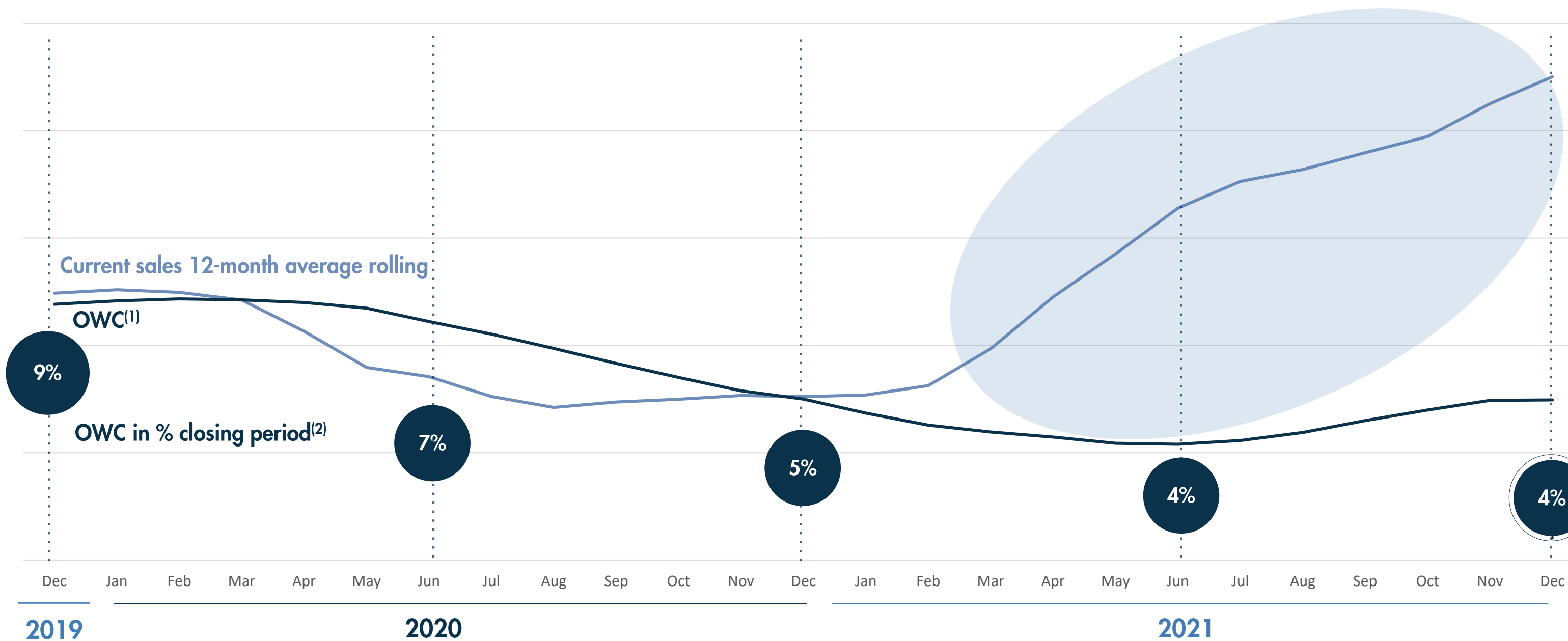


(1) Average of last two published net debt / LTM EBITDA

(2) Others including M&A fees

BEST-IN-CLASS OPERATING WORKING CAPITAL REFLECTING SUCCESSFUL TRANSFORMATION

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



Operating Working Capital Improvement:

- SHIFT program
- Amplified focus on cash conversion

SOLID BALANCE SHEET

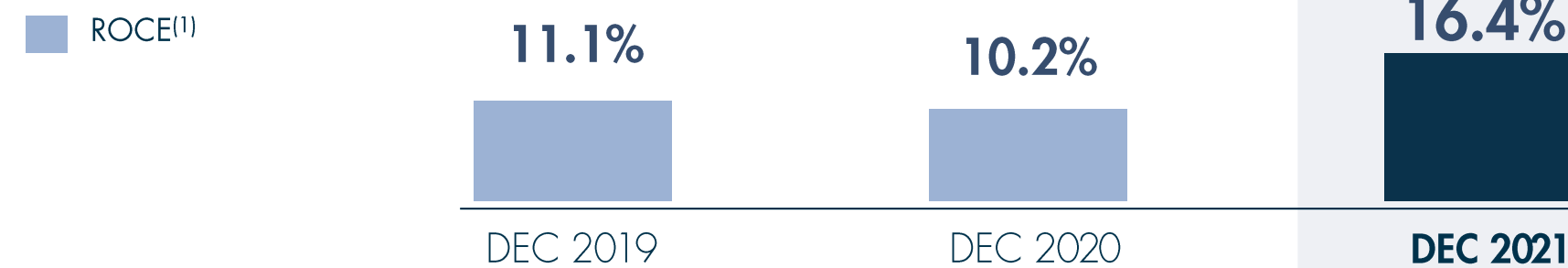
S&P Global

S&P rating upgraded BB+

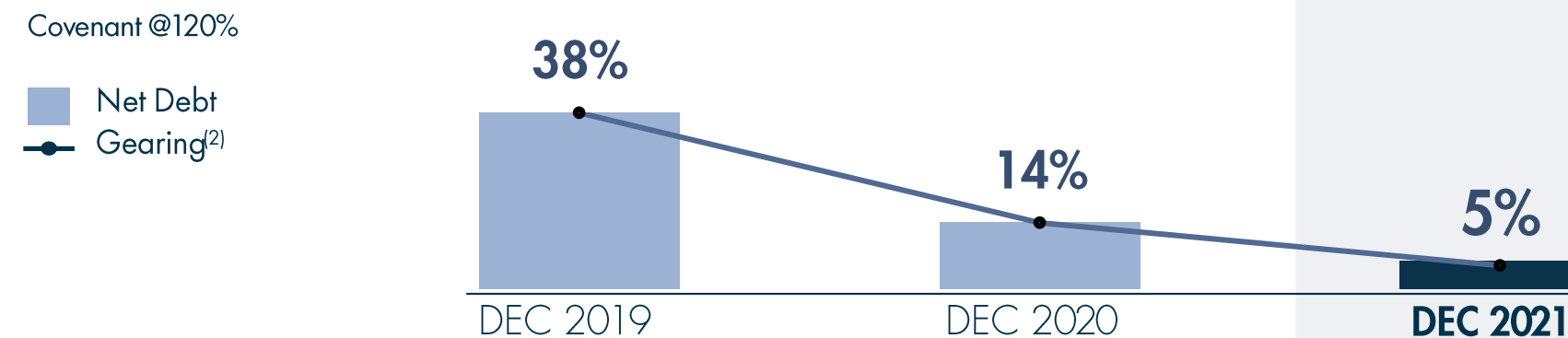
KEY FIGURES

In million euros	DEC 20	DEC 21
Fixed assets	1,827	1,942
Other non-current assets	115	112
Non-current assets	1,942	2,053
Working Capital	176	77
Total to finance	2,118	2,130
Net financial debt	179	74
Reserves	550	469
Other non-current liabilities	133	122
Shareholders' equity and minority interests	1,256	1,465
Total financing	2,118	2,130

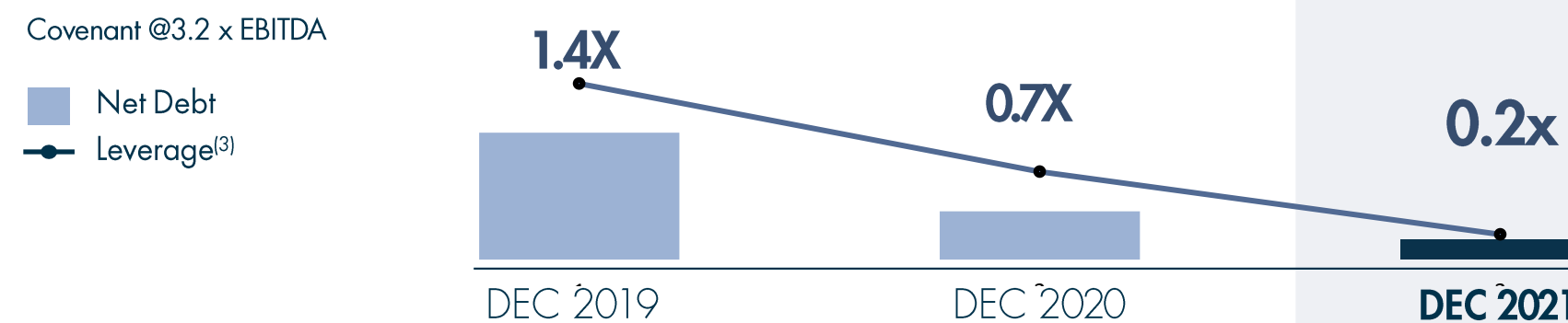
ROCE



GEARING RATIOS



LEVERAGE RATIOS



DEBT COVENANTS

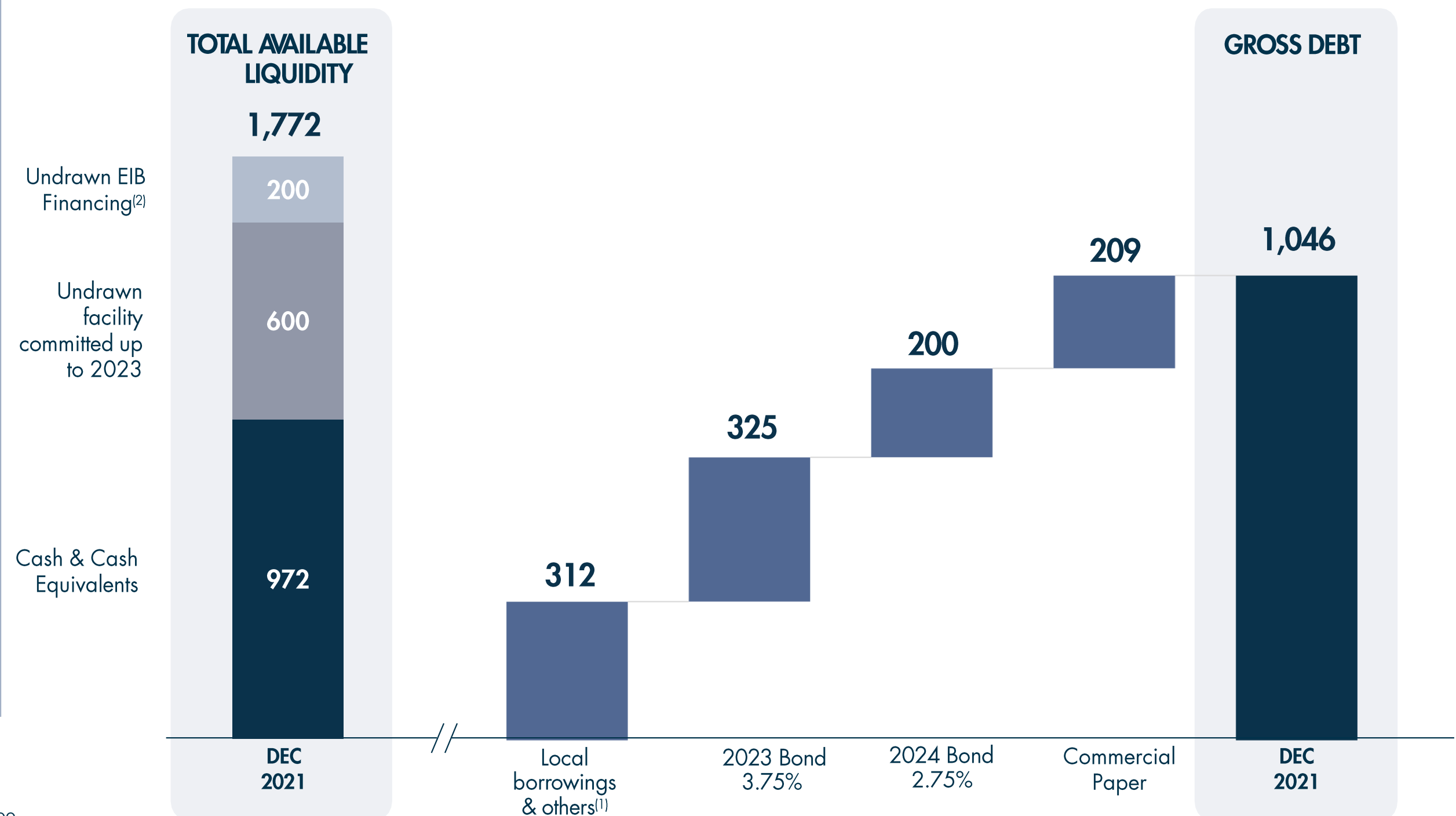
STRONG LIQUIDITY REAFFIRMED TO ACHIEVE NEXANS AMBITION

NET DEBT BREAKDOWN

In million euros	DEC 20 ⁽¹⁾	DEC 21 ⁽¹⁾
Gross Debt	1,320	1,046
Cash and cash equivalents	(1,142)	(972)
Net Debt	179	74

Cash on Balance Sheet reaches close to €1Bn at end of December 2021

LIQUIDITY AND DEBT REDEMPTION SCHEDULE (€m)



04

OUTLOOK

CHRISTOPHER GUÉRIN
CEO



E3 LICENCE TO OPERATE BALANCING THE 3 PILLARS OF NEXANS' PERFORMANCE

11.81K	7.8K	29.80K	435.66K	225.40K
Capex Euro	Savings Euro	2030 BAU w. Levers	2030 BAU	2030 Target

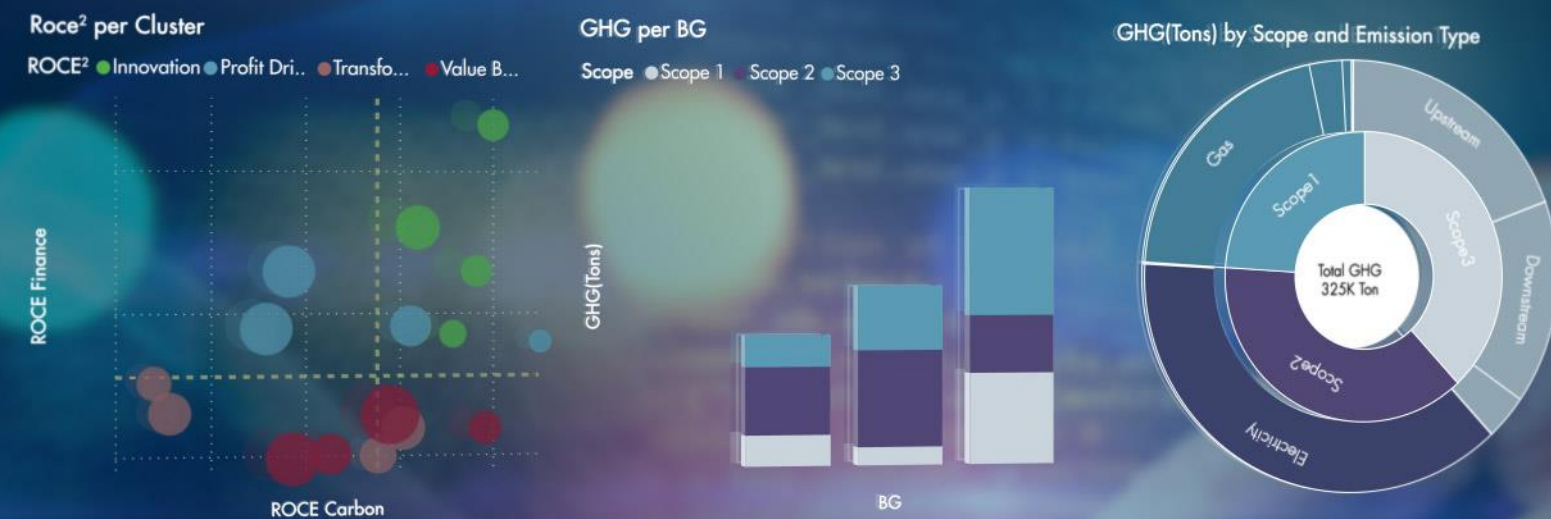
Building unique decision support tools to optimize Environment, Economics & Engagement



NEW ANALYTICS AND
DECISION-MAKING TOOLS



A FIRST SOLUTION TOWARDS
PROFITABLE AND SUSTAINABLE
NEXANS



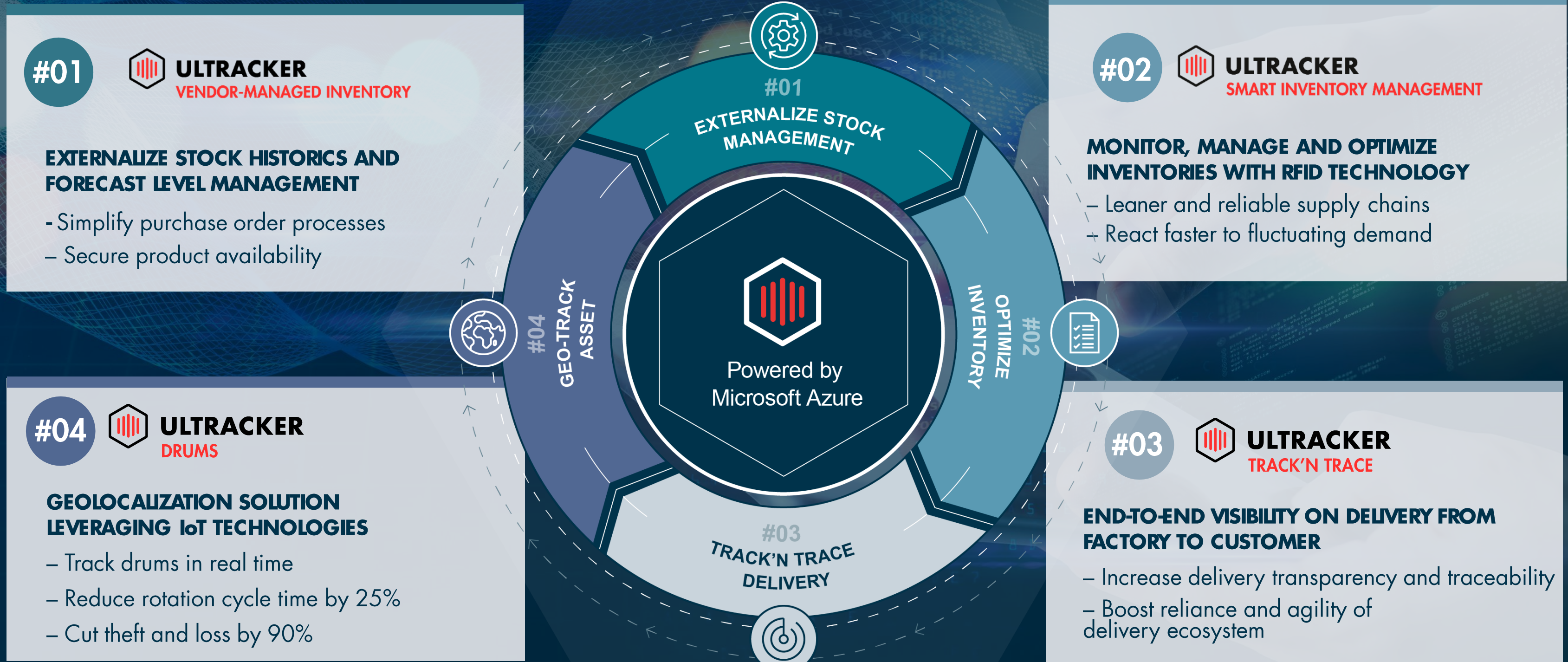
Weight per delivery	23 Ton(s)	▼	Weight per site	388 kWh	▲	Weight per delivery	1 Ton(S)	▼
Distance per trip	118 KM	▼	Energy consumption per site	24 kWh	▲	Distance per trip	13KM	▼
Emissions per kilopeter	7 Kg GHG/Km	▲	Emissions per ton sold	27.1Kg	▼	Emissions per delivery	2 Kg GHG/Km	▲

Upstream yearly totals			Industry yearly totals			Downstream yearly totals		
Weight	Distance	Emissions	Weight	Energy	Emissions	Weight	Distance	Emissions
2M Ton(S)	9M Km	63K	3M Ton(S)	905K Mwh	325K Ton	1M Ton(S)	30M Km	50 K

NEXANS: AMPLIFY INNOVATION FOCUSING ON CUSTOMER NEEDS IN AN INNOVATIVE WAY



ULTRACKER | End-to-end augmented supply chain



2022 GUIDANCE

OVERALL GROUP (EXCLUDING ACQUISITION AND DIVESTMENTS)

EBITDA
BETWEEN **€500m** AND **€540m**

NORMALIZED FREE CASH FLOW⁽¹⁾
BETWEEN **€150m** AND **€200m**

PROPOSED DIVIDEND⁽²⁾
€1.2 PER SHARE

+71%
VS 2020

05

APPENDICES



NEXANS. ELECTRIFY THE FUTURE AT A GLANCE

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:

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

Headquartered in France, Nexans employs around 25,000 people with industrial footprint in 42 countries and commercial activities worldwide.

In 2021, the Group's key financials:

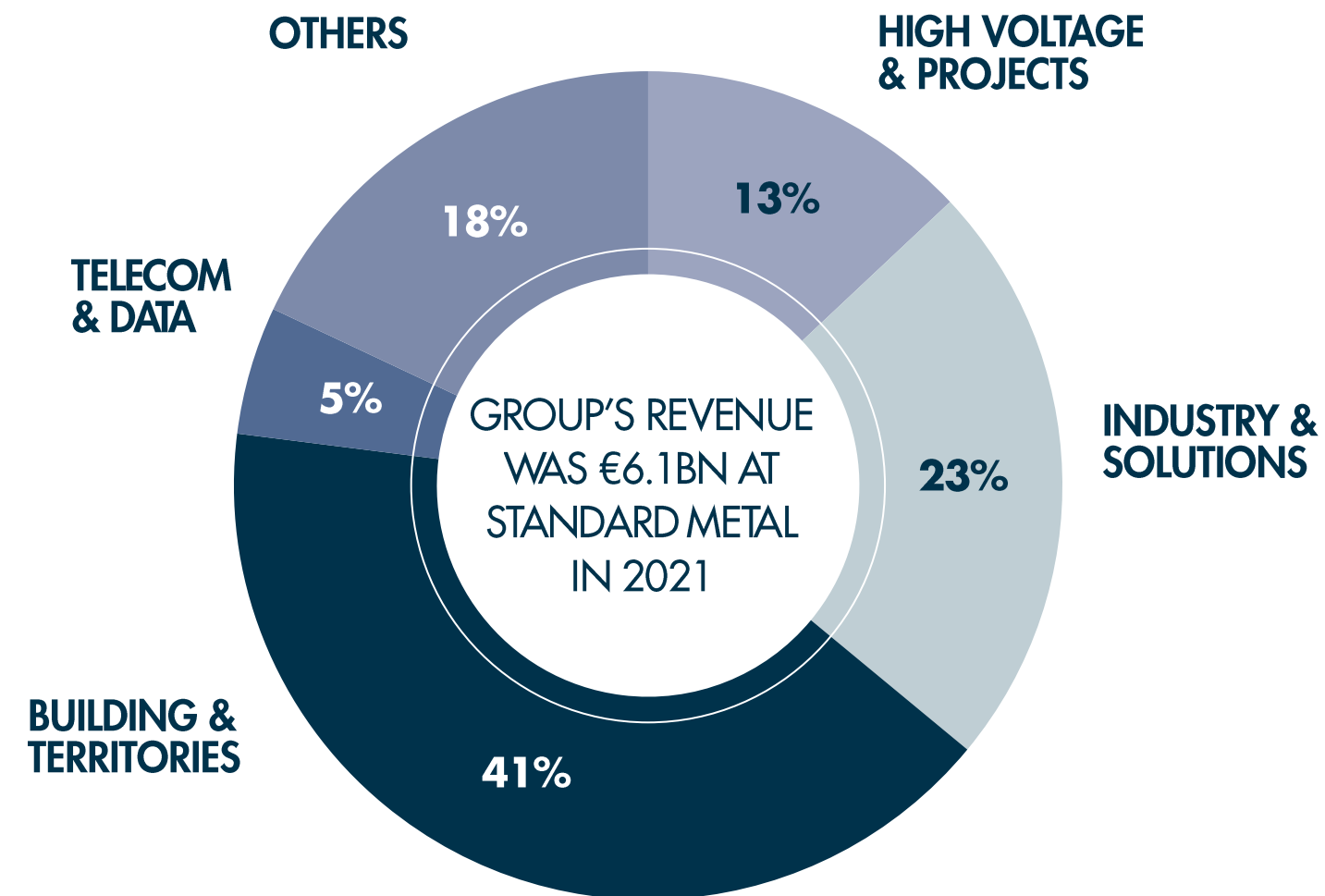
- Revenues⁽¹⁾ of €6.1 bn
- EBITDA of €463m
- ROCE of 16.4%
- Free Cash Flow of €179m



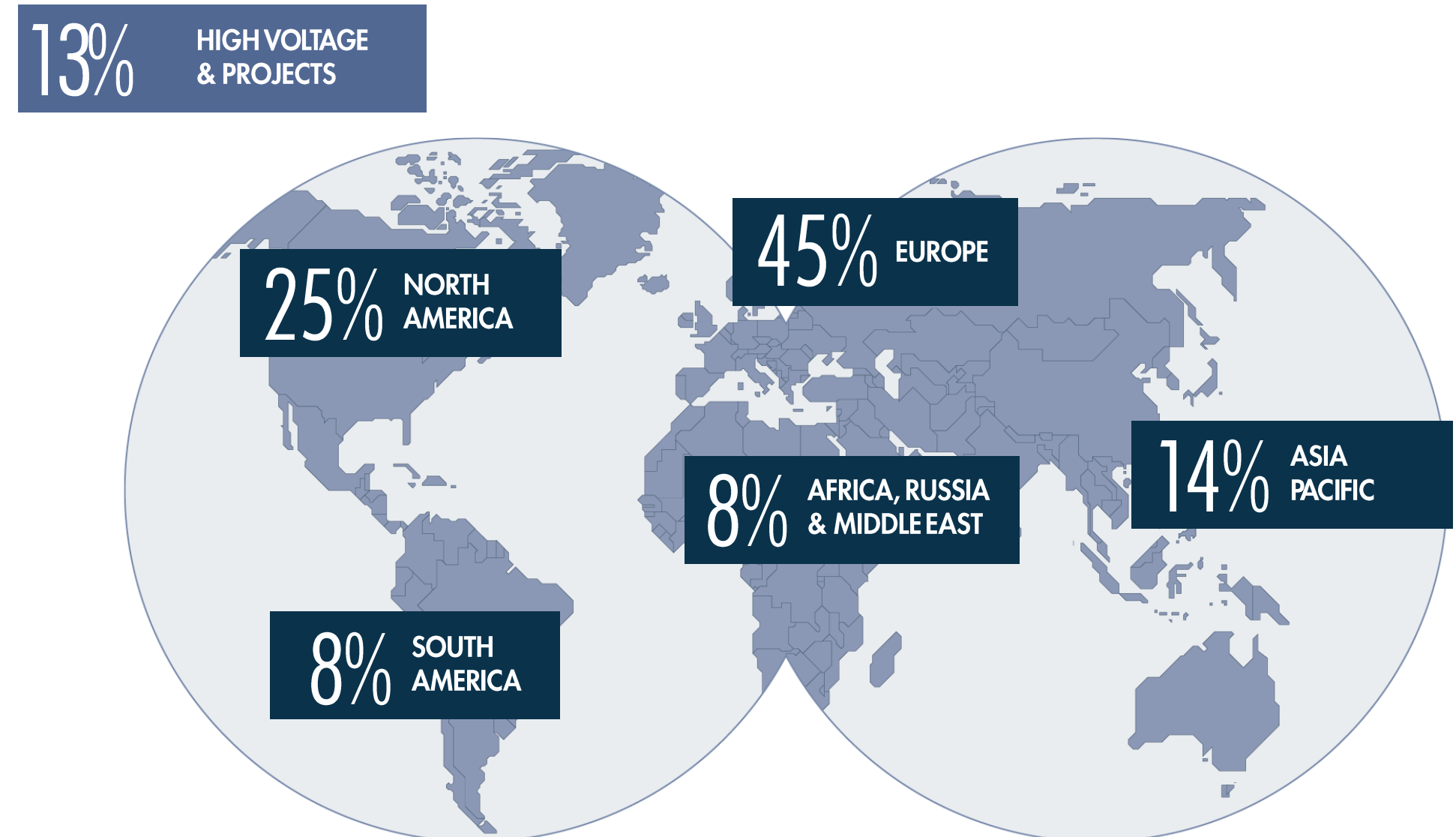
NEXANS. ELECTRIFY THE FUTURE

WORLDWIDE FOOTPRINT

SALES BY BUSINESS SEGMENTS



SALES BY GEOGRAPHY⁽¹⁾



NEXANS. ELECTRIFY THE FUTURE

FOUR MAIN DIVISIONS

BUSINESS GROUP	 HIGH VOLTAGE & PROJECTS	 BUILDING & TERRITORIES	 INDUSTRY & SOLUTIONS	 TELECOM & DATA
	<p>PRODUCTS: High voltage & extra high voltage cables for energy transmission, umbilical & accessories</p> <p>SOLUTIONS: Design, engineering, installation</p> <p>SUBSEA: Offshore wind farms, grid interconnections</p> <p>LAND: Power plants, utilities power transmission</p>	<p>PRODUCTS: Low & Medium voltage cables & accessories</p> <p>SOLUTIONS: Smart energy management</p> <p>BUILDING: Property construction</p> <p>TERRITORIES: Infrastructure</p>	<p>PRODUCTS: Specialty wires, power, control & data cables</p> <p>SOLUTIONS: Harness, pre-assembled kits</p>	<p>PRODUCTS: Optical fiber cables & accessories, data (LAN) cables</p> <p>SOLUTIONS: Datacenter, Telecom infrastructure</p>
DIFFERENTIATION	Turnkey, vessels, deep water, risk management	Safety, environment, efficiency	Engineering, logistics	Integrated connectivity & solutions
2021 FINANCIALS	<ul style="list-style-type: none"> Revenues⁽¹⁾ of €796m EBITDA of €143m 	<ul style="list-style-type: none"> Revenues⁽¹⁾ of €2,491m EBITDA of €187m 	<ul style="list-style-type: none"> Revenues⁽¹⁾ of €1,366m EBITDA of €119m 	<ul style="list-style-type: none"> Revenues⁽¹⁾ of €320m EBITDA of €37m
END MARKETS	<ul style="list-style-type: none"> Offshore wind farms Countries Interconnections Land high voltage Smart solutions for Umbilicals 	<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
CABLE MARKET 2019-2030 CAGR⁽²⁾	<ul style="list-style-type: none"> €3Bn in 2019 +11.5% CAGR 	<p>Building: €55Bn in 2019, +3.8% CAGR</p> <p>Territories: €40Bn in 2019, +4.2% CAGR</p>	<ul style="list-style-type: none"> €27Bn in 2019 +3.4% CAGR 	<ul style="list-style-type: none"> €28Bn in 2019 +3.6% CAGR

NEXANS. ELECTRIFY THE FUTURE

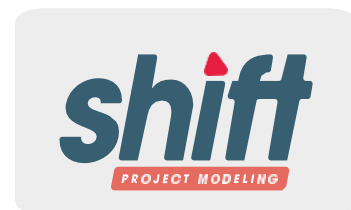
INFLATION & SHORTAGE MITIGATION EMBEDDED IN OUR OPERATIONS

SUPPLY CHAIN AND RAW MATERIAL CURRENT ENVIRONMENT		INFLATION & SHORTAGE MITIGATION EMBEDDED IN OUR OPERATIONS		NEXANS UNIQUE OPERATIONAL MODEL ENABLING AGILITY & PERFORMANCE	
Variable costs	Last 12 months supply chain inflation	Automatic cost pass through			
Other	↑↑↑ Energy, transportation	◐ Mostly	<p>Real-time price monitoring and coordination between purchasing, sales, supply chain and operations teams</p> <p>Disciplined contract management to handle cost increases</p>	<p>Vertically integrated business model favoring control of entire value chain from cathode/ scrap to final products</p>	<p>Selectivity prioritizing value over volumes and strategic customers</p>
Payroll	↑				
Polymers	↑↑↑	◑ Mainly	<p>Metals prices systematic pass through or hedging mechanisms</p>	<p>Regional footprint and local supply chain reducing transportation and CO₂ emissions</p>	<p>Long term partnerships and proximity with key suppliers</p>
Metals	↑↑↑	● Fully			

HIGH VOLTAGE & PROJECTS

TURNKEY EPCI⁽¹⁾ & STRONG RISK MANAGEMENT KEY PROJECT ENABLERS

RISK MANAGEMENT



MODELIZE RISKS TO PRICE RISK AT ITS FAIR VALUE & MAXIMIZE YIELD



A PARTNERSHIP TO BRING RISK MANAGEMENT A STEP FURTHER

DISTINCTIVE ASSETS



CHARLESTON, USA: 1ST SUBSEA HV MANUFACTURING FACILITY IN THE US
 HALDEN, NORWAY: SUBSEA HV
 FUTTSU, JAPAN: SUBSEA HV
 CHARLEROI, BELGIUM: LAND HV



NEXANS AURORA STATE-OF-THE ART CABLE LAYING VESSEL WITH 10,000T CAPACITY & DUAL TURNTABLE
 SKAGERRAK FLAGSHIP WITH 7,000T CAPACITY
 CAPJET PROTECTION BY WATERJETTING



UPCOMING INVESTMENTS
 2021-2024
€200M



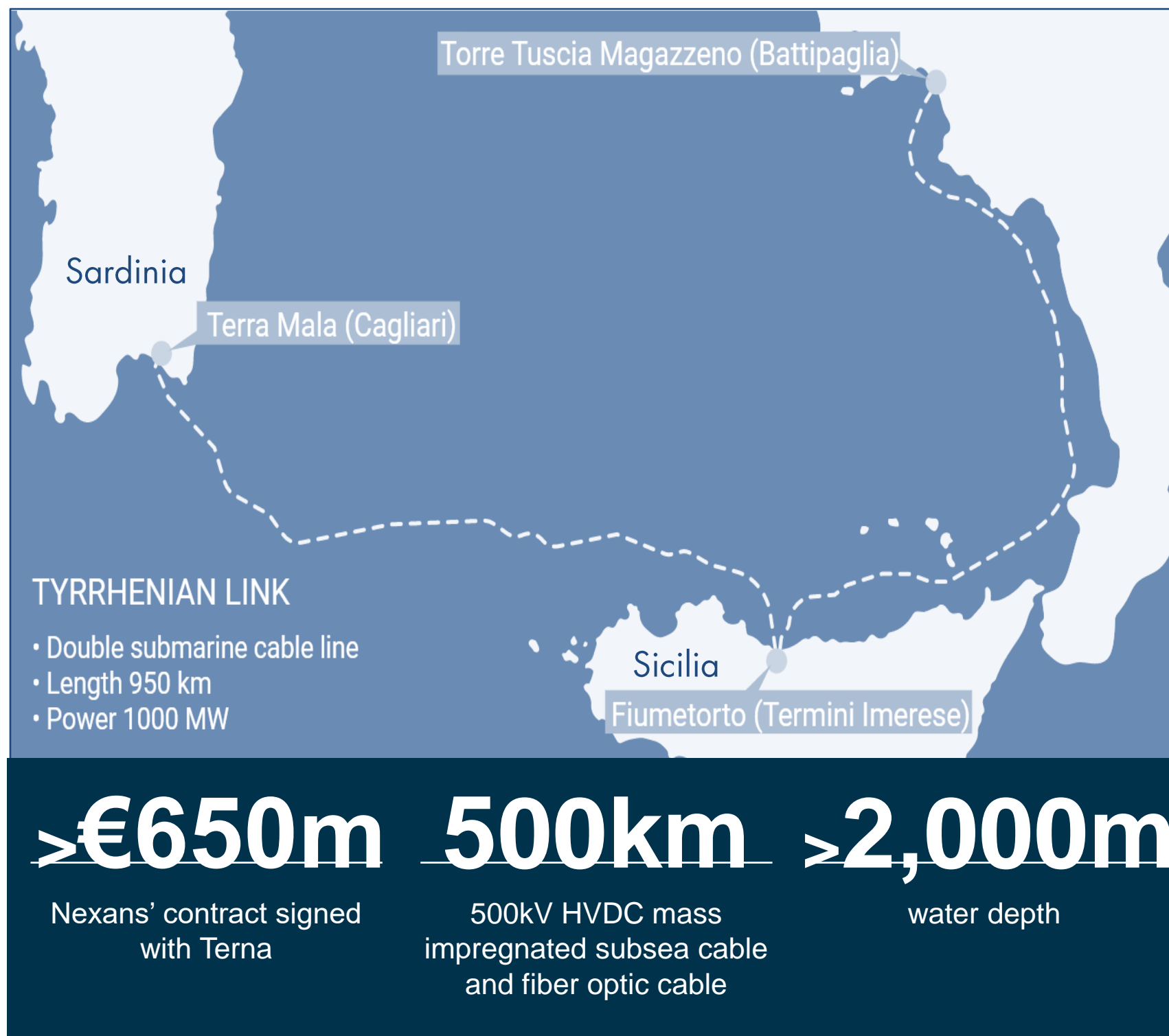
UPGRADE CHARLESTON FACILITY TO INCREASE SUBSEA & LAND HVDC MANUFACTURING CAPACITY
 For Offshore Wind Farms and Land HVDC



EXPANSION OF THE HALDEN PLANT ADDING 2 NEW LINES FOR HVDC CABLE MANUFACTURING
 For Offshore Wind Farms and Interconnectors

HIGH VOLTAGE & PROJECTS

TYRRHENIAN LINK AWARD DRIVING SUSTAINABLE ENERGY IN THE MEDITERRANEAN SEA

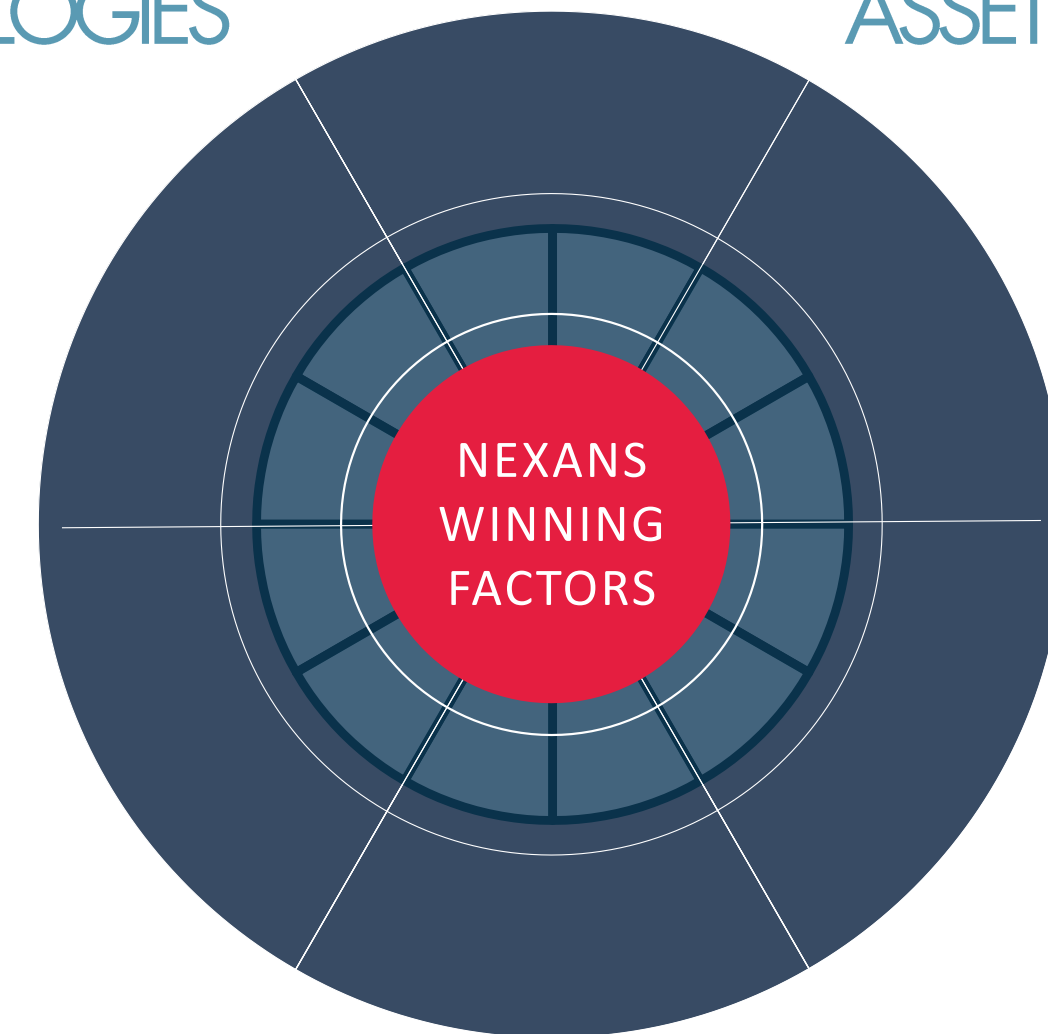


RELIABLE DEEP WATER TECHNOLOGIES

STATE-OF-THE-ART ASSETS

SOLID TRACK RECORD

EPCI⁽¹⁾



RISK-REWARD MODELLING

SELECTIVITY

HIGH-VOLTAGE & PROJECTS

€20+Bn PROJECT PIPELINE OFFSHORE WIND AND INTERCONNECTION PROJECTS

SELECTION OF FUTURE SUBSEA OFFSHORE WIND PROJECTS

Installation date	Project	AC / DC	Country	Capacity (MW)
2024	Sunrise Wind	DC	US	880
2023-2024	Revolution Wind	AC	US	704
2024-2025	Seagreen 1A	AC	UK	360
2024-2025	East Anglia 1N	AC	UK	860
2025	Dieppe Le Tréport	AC	France	496
2025-2026	East Anglia 2	AC	UK	860
2025-2026	Skipjack 2	AC	US	846
2025-2026	Hornsea 3	DC	UK	2,400
2025-2026	Arklow Bank Ph2	AC	Ireland	800
2025-2026	Codling Park	AC	Ireland	1,500
2025-2026	Atlantic Shores	AC	US	1,500
2026	Ocean Wind 2	DC	US	1,148
2026	Borwin 6	DC	Germany	900
2026	Dunkirk	AC	France	600
2026	Baltyk 2/3	AC	Poland	1,440
2026	Baltica 2/3	AC	Poland	2,500
2026-2027	Beacon Wind 1	DC	US	1,230
2026-2027	Thor	AC	Denmark	1,000
2027	Mayflower 2	DC	US	1,200
2027-2028	BalWin 1	DC	Germany	2,000
2027-2028	Ijmundein Ver Alpha	DC	Netherlands	2,000
2027-2028	Ijmundein Ver Beta	DC	Netherlands	2,000
2027-2028	Morgan & Mona	AC / DC	UK	3,000
2027-2028	Berwick Bank OWF	AC / DC	UK	4,000
2027-2028	BalWin 2	DC	Germany	2,000
2027-2028	Outer Dowsing	AC	UK	1,500
2028-2029	Ijmundein Ver North	DC	Netherlands	2,000
2028-2029	Ijmundein Ver Gamma	DC	Netherlands	2,000
2028-2029	BalWin3	DC	Germany	2,000

Total subsea offshore wind projects pipeline: €13+Bn

SELECTION OF FUTURE SUBSEA INTERCONNECTION PROJECTS

Fully Commissioned	Project	Countries	Capacity (MW)
2024	Milos Serifos Lavrion	Greece - Greece	200
2024	Milos Folegandros Thira	Greece - Greece	200
2026	Malta Sicilia 2	Malta - Italy	200
2026	EuroAsia Interconnector	Cyprus-Israel	2,000
2027	Sarawak Energy	Malaysia - Singapore	1,200
2025	Balearic Islands: Spain-Mallorca Second Link	Spain-Spain	1,000
2026	Harmony Link	Poland-Lithuania	700
2026	HansaPowerBridge	Germany - Sweden	700
2027	Celtic Interconnector	Ireland-France	700
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)	United Kingdom	2,000
2028	Marinus Link	Australia-Australia	1,500
2028	Canary Islands: Gran Canaria - Fuerteventura	Spain-Spain	200
2027	Eastern HVDC Link / SEGL 1 – Torness Hawthorn	United Kingdom	1,400
2029	Eastern HVDC Link / SEGL 2 – Peterhead Drax	United Kingdom	2,000
2027	Tunlta	Italy / Tunisia	1,000
2028	Adriatic Link	Italy / Italy	1,000
2028	Nautilus	United Kingdom / Belgium	1,400
2028	Marinus Link	Australia-Australia	1,500
2030	Grita 2	Italy Greece	500
2028	Canary Islands: Gran Canaria - Fuerteventura	Spain-Spain	200

Total subsea Interconnection projects pipeline: €10+Bn

GOVERNANCE

ROBUST CORPORATE GOVERNANCE AND BOARD PRACTICES

NEW ROLE



JEAN MOUTON
Chairman



MARC GRYNBERG
Independent Director
Climate Director



JANE BASSON
Independent Director



SELMA ALAMI
Employee Shareholder
Representative Director



ANGÉLINE AFANOUKÉ
Director representing
employee



HUBERT PORTE
Independent Director



**KATHLEEN WANTZ-
O'ROURKE**
Independent Director



SYLVIE JÉHANNO
Independent Director



ANNE LABEL
Lead Independent
Director



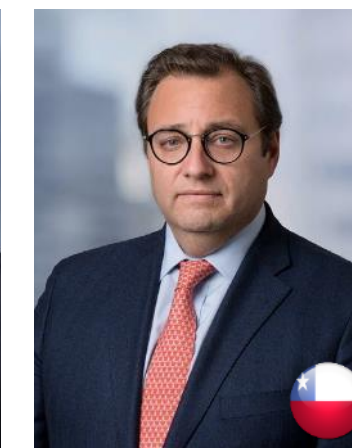
**FRANCISCO PÉREZ
MACKENNA**
Director proposed by
shareholder Inxans
Limited (UK) Quiñenco
Group



BJØRN ERIK NYBORG
Director representing
employee



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



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



**ANNE-SOPHIE
HÉRELLE**
Permanent
representative
of Bpifrance
Participations



LAURA BERNARDELLI
Censor

APPOINTED



GOVERNANCE
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



ELYETTE ROUX
Vice President & Chief Sales
& Marketing
Communications Officer

SUSTAINABILITY

OUR SUSTAINABILITY APPROACH IS RECOGNIZED

OUR COMMITMENTS



EXTRA-FINANCIAL RATINGS



SUSTAINABILITY

THE NEXANS THREE PILLARS FOR A SUSTAINABLE FUTURE

PEOPLE

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



	WORKPLACE SAFETY		HUMAN CAPITAL			AWARENESS
	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⁾
2021	1.81	0.15	43%	24.5%	17.7%	100%
TARGET 2022	1.00	<0.11	55-57%	25%	17-19%	100%
TARGET 2023	0.90	<0.10	60%	26%	18-20%	100%

ENVIRONMENT

Committing to reduce carbon impact on the planet in innovative ways



	ECO MANAGEMENT	CIRCULAR ECONOMY			CLIMATE	
	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 – Marked based) ⁽⁹⁾	Proportion of renewable or decarbonized energy ⁽¹⁰⁾
2021	89%	90%	59%	12%	-17.34%	73%
TARGET 2022	90%	94%	60-70%	55%	-12.6%	68%
TARGET 2023	93%	95%	70-80%	80%	-16.8%	72%

ECOSYSTEM

Sharing our values and the highest ethical standards with all stakeholders



	BUSINESS ETHICS	STAKEHOLDERS		NEXANS FOUNDATION
	Managers having completed the yearly Compliance Awareness course ⁽¹¹⁾	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% ⁽¹²⁾	Employee engagement index ⁽¹³⁾	Amount allocated by the Nexans Foundation
2021	98.3%	322	72%	€300,000
TARGET 2022	100%	370	78%	€300,000
TARGET 2023	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 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 electricity produced directly by Nexans locations or the purchase of decarbonized electricity
 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, excluding Industry & Solutions and Telecom & Data

SUSTAINABILITY

NEXANS CONTRIBUTION TO CARBON NEUTRALITY BY 2030

Action **1** | **4.2%**
 average annual reduction of GHG emissions scopes 1 & 2 and part of scope 3

Action **2** |
 Use of renewable energy via local production or the purchase of decarbonized energy for all location

Action **3** | **100%**
 of production sites certified ISO 14001

Action **4** | **100%**
 production waste to be recycled

Action **5** |
 Deployment of energy efficiency solutions at all sites

Action **6** | **100%**
 R&D projects dedicated to energy efficiency, energy transition, people safety and resources preservation, supported by eco-design and low carbon offers

Action **7** | **100%**
 of Nexans cable drums to be connected using IoT technologies and recyclable

Action **8** |
 Optimization of logistical flows by using multi-modal transport and shorter delivery routes

Action **9** | **100%**
 of Nexans employee automobile fleet to switch to either hybrid or electric vehicles

FINANCIALS

SALES AT STANDARD METAL PRICE AND PROFITABILITY BY SEGMENT

2020

2021

In million euros	Sales	Organic growth	EBITDA	EBITDA%	OM	OM %	Sales	Organic growth	EBITDA	EBITDA%	OM	OM %
High Voltage & Projects	699	-0.8%	105	15.1%	69	9.9%	796	+9.3%	143	17.9%	94	11.8%
Building & Territories	2,422	-8.4%	128	5.3%	80	3.3%	2,491	+3.3%	187	7.5%	142	5.7%
Industry & Solutions	1,210	-12.6%	84	6.9%	48	3.9%	1,366	+13.7%	119	8.7%	82	6.0%
Telecom & Data	393	-14.8%	29	7.5%	22	5.6%	320	+6.1%	37	11.5%	30	9.2%
Other	989	-0.8%	1	n/a	(26)	n/a	1,081	+14.0%	(22)	n/a	(48)	n/a
TOTAL GROUP	5,713	-8.6%	347	6.1%	193	3.4%	6,054	+8.3%	463	7.6%	299	4.9%

FINANCIALS

2019-2021 PROFITABILITY BY SEGMENT

	2019		2020		2021	
In million euros	EBITDA	EBITDA% ⁽¹⁾	EBITDA	EBITDA%	EBITDA	EBITDA%
High Voltage & Projects	104	13.8%	105	15.1%	143	17.9%
Building & Territories	155	5.6%	128	5.3%	187	7.5%
Industry & Solutions	109	7.8%	84	6.9%	119	8.7%
Telecom & Data	49	9.8%	29	7.5%	37	11.5%
Other	(4)	n/a	1	n/a	(22)	n/a
TOTAL GROUP	413	6.4%	347	6.1%	463	7.6%

FINANCIALS

IMPACT OF FOREIGN EXCHANGE AND CONSOLIDATION SCOPE

Sales at standard metal prices, in €m	2020	FX	Organic Growth	Scope	2021
High Voltage & Project	699	29	68	0	796
Building & Territories	2,422	(19)	79	9	2,491
Industry & Solutions	1,210	0	165	(9)	1,366
Telecom & Data	393	6	18	(96)	320
Other	989	21	133	(62)	1,081
TOTAL GROUP	5,713	38	462	(158)	6,054

FINANCIALS

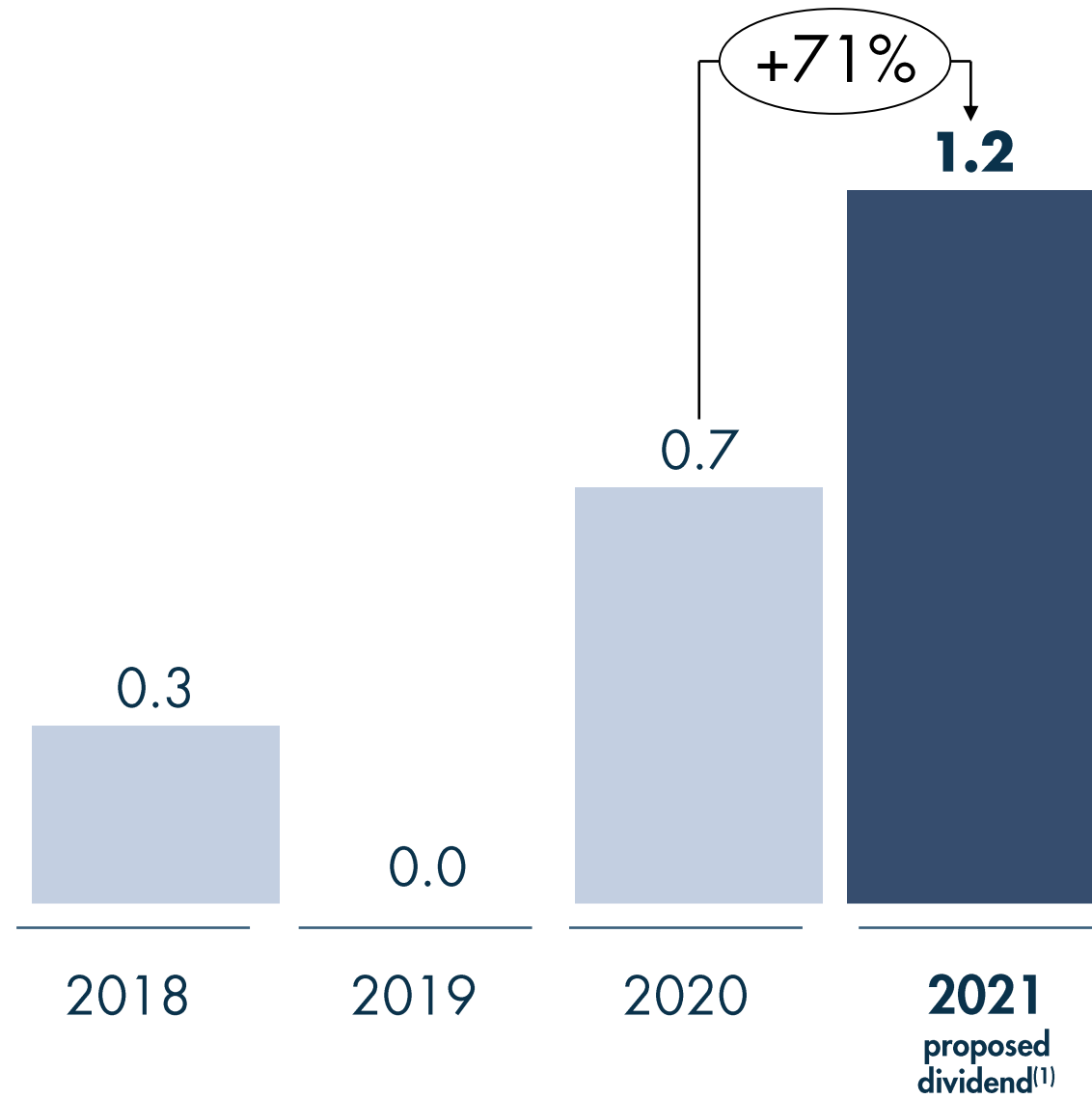
FROM OPERATING MARGIN TO OPERATING INCOME

In million euros	2020	2021
OPERATING MARGIN	193	299
Reorganization costs	(107)	(58)
Other operating items	160	96
Core exposure impact	42	106
Others operational income and expenses	120	(9)
<i>Of which: net asset impairment</i>	(21)	(15)
Share in net income (loss) of associates	(2)	(1)
OPERATING INCOME	246	338

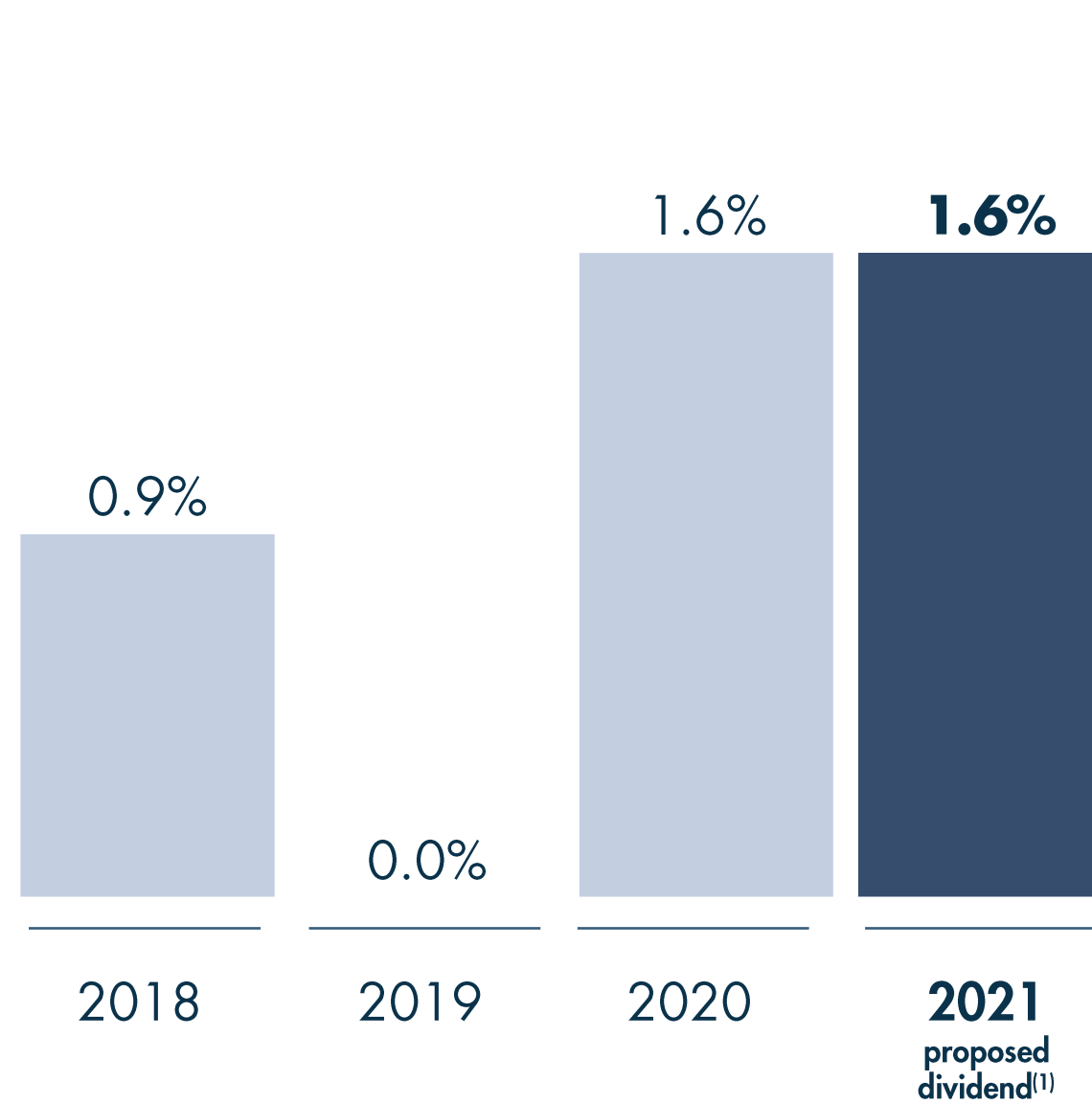
FINANCIALS

SUSTAINED RETURN TO SHAREHOLDERS & PROGRESSIVE DIVIDEND POLICY

DIVIDEND/SHARE (€)



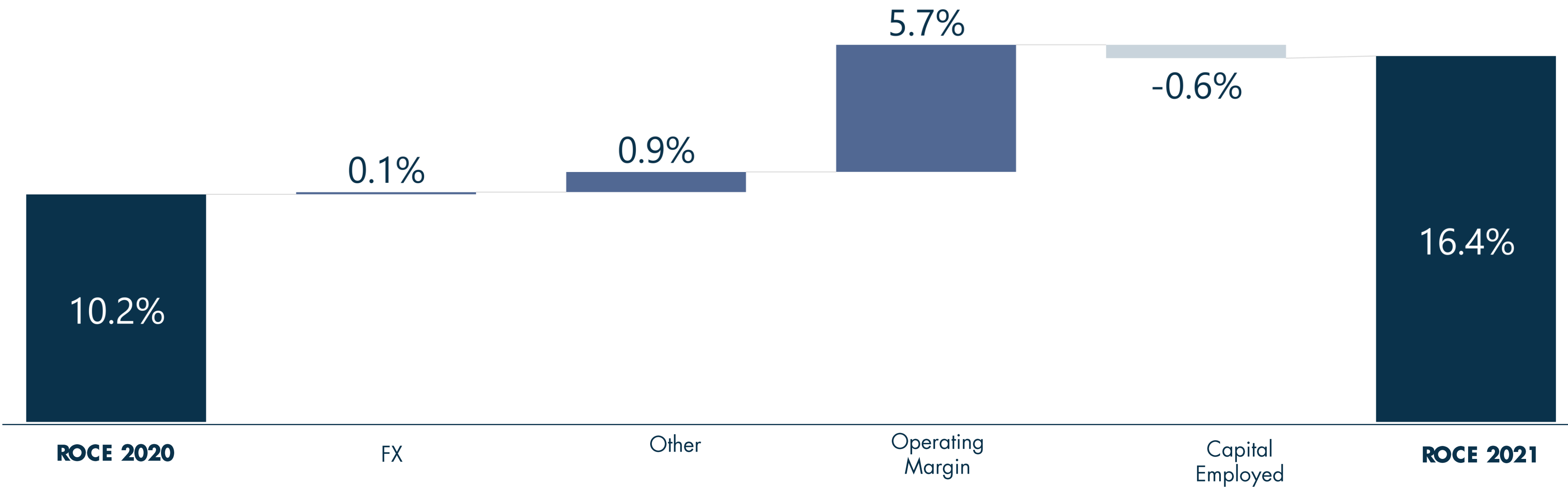
DIVIDEND YIELD⁽²⁾



FINANCIALS

STRONG INCREASE IN ROCE AT 16.4%

ROCE⁽¹⁾ 12 MONTH EVOLUTION (%)



FINANCIALS

BALANCE SHEET AS OF DECEMBER 31, 2021

In €m	JUN. 2021	DEC. 2021
Fixed assets and other non-current assets	1,867	1,942
of which: goodwill	236	240
Deferred tax assets	100	112
NON-CURRENT ASSETS	1,967	2,053
Working Capital	132	77
Net Assets Held for Sale	-	-
TOTAL TO FINANCE	2,099	2,130
Net financial debt	112	74
Reserves	510	469
of which: - restructuring	54	44
- pension & jubilee	330	301
Deferred tax liabilities	93	117
Derivative liability non current	5	5
Shareholders' equity and minority interests	1,379	1,465
TOTAL FINANCING	2,099	2,130

NEXANS. ELECTRIFY THE FUTURE

HIGH VOLTAGE & PROJECTS



CONTRACT TO SUPPLY OFFSHORE WIND FARM MORAY WEST PROJECT

Nexans has won a significant turnkey contract of with Ocean Winds to design, manufacture, install and protect the 220kV subsea and onshore export cable system for the Moray West offshore windfarm project.



NEXANS TO CONNECT OSEBERG FIELD CENTRE WITH RENEWABLE ENERGY

Nexans has won a more than 80 million euros contract to manufacture and install a power cable system that will deliver electricity directly from the Norwegian power grid to its Oseberg Field Centre. The cable system will provide renewable energy to the field and the contract is an important part of Equinor’s ongoing commitment to reduce its carbon footprint.



A MAJOR CONTRACT FOR THE FIRST HVDC INTERCONNECTOR BETWEEN SARDINIA AND SICILY

Nexans has been awarded a frame contract for more than €650m with Terna, supplying interconnector cabling solution for its Tyrrhenian Link in Italy. As part of the contract, Nexans will manufacture and install 500km of a 500kV mass-impregnated (MI) cable and Fiber Optic (FO) cable at more than 2,000m water depth, the deepest depth ever for a subsea power cable in the Mediterranean.



NEXANS’ GROUNDBREAKING DEEP-WATER HIGH VOLTAGE DYNAMIC CABLE SELECTED FOR JANSZ-IO COMPRESSION PROJECT

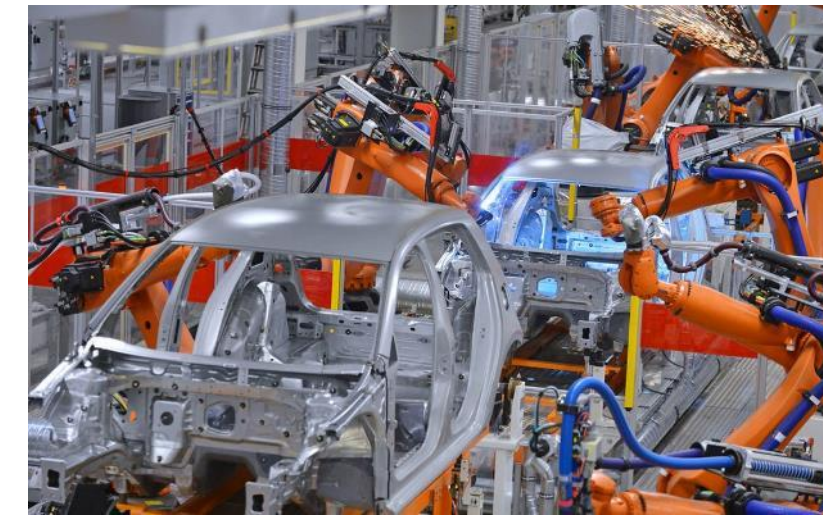
Nexans is awarded a significant turnkey contract to supply and install a groundbreaking deep-water high voltage dynamic cable solution for the Jansz-IO Compression (J-IC) project operated by Chevron Australia.

NEXANS. ELECTRIFY THE FUTURE INDUSTRY & SOLUTIONS



TOTALENERGIES CHOOSES NEXANS SOLAR TRACKERS TO RECYCLE A LANDFILL SITE INTO A SOLAR FARM

Nexans innovative KEYLIOS solar trackers were installed at the La Fenasse site, a former Technical Landfill Center located near Béziers in southwestern France, which is currently being converted to a 1.6 MW solar photovoltaic (PV) farm.



NEXANS AND 2CONNECT: LARGE INTERCONNECTION SOLUTIONS CABLE CONTRACT STRENGTHENING 20 YEARS OF PARTNERSHIP

Nexans has been awarded a large contract to be the unique supplier of cables for 2Connect, a custom-designed interconnection solutions company.

NEXANS. ELECTRIFY THE FUTURE

AN INTERNATIONAL AND BALANCED SHAREHOLDER BASE

OWNERSHIP STRUCTURE

As of December 31, 2021

