



Nexans' agile model of value creation

Virtual Event

February 19, 2026

Julien Hueber, CEO

Vincent Piquet, CFO

Vincent Dessale, CCO

Nexans



01

Nexans, ready to intensify
with its unique positioning
as a Global Electrification
Pure Player

Julien Hueber, CEO



02

Business Deep-Dive
Enhancing performance across
the portfolio, leveraging structural
drivers of value creation

Julien Hueber, CEO
Vincent Dessale, CCO



03

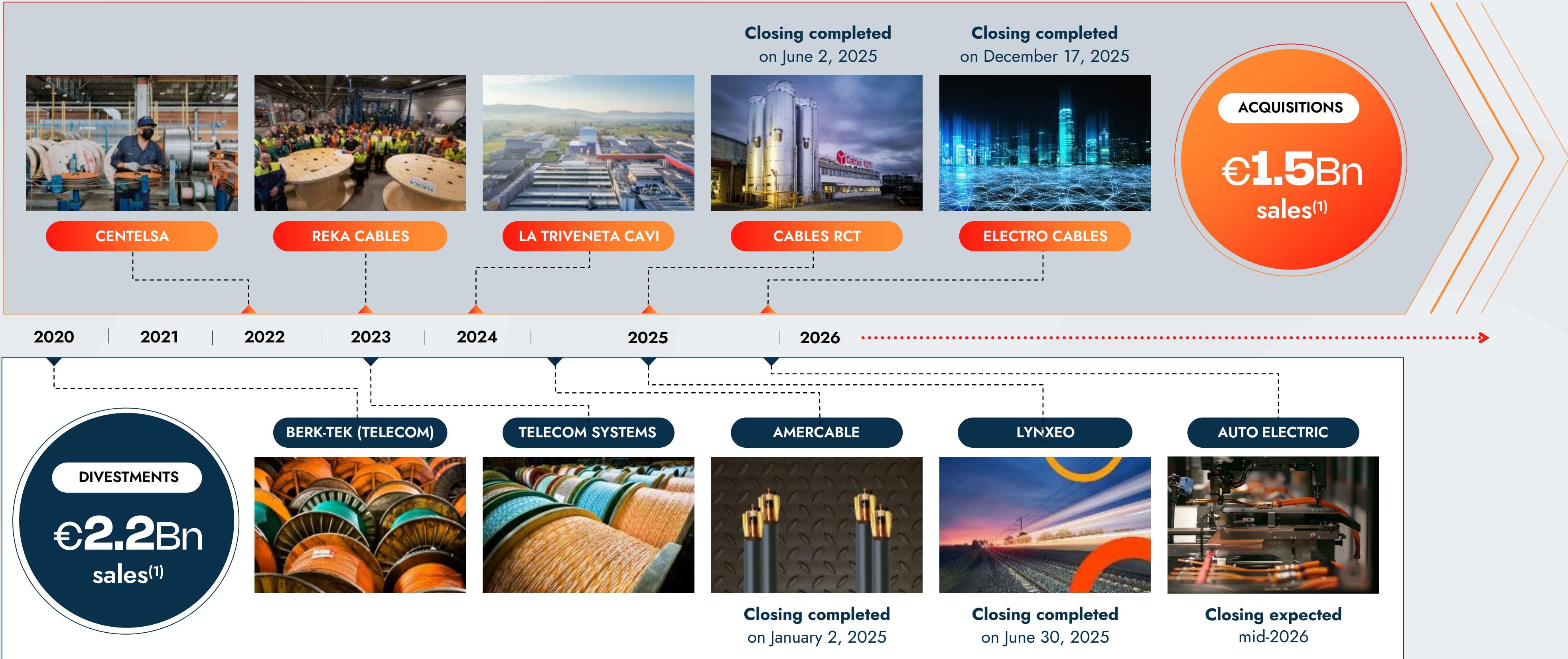
Delivering 2028 trajectory
Through Nexans' agile value
creation model

Vincent Piquet, CFO

SECTION 01

**Nexans, ready to intensify its unique positioning
as a Global Electrification Pure Player
With buoyant electrification markets in a more volatile environment**

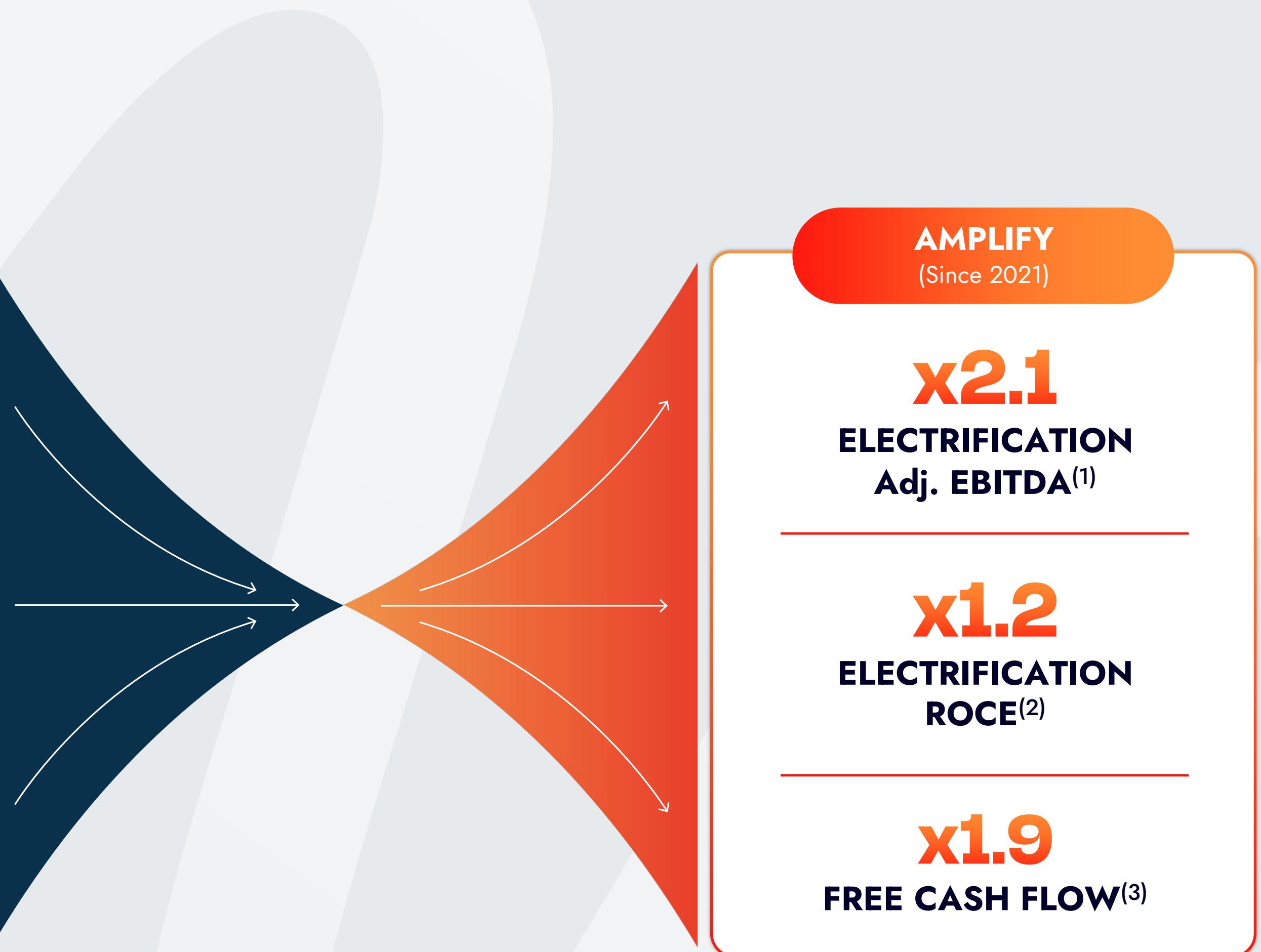
Exclusive negotiations for the sale of Autoelectric, last portion of Nexans' portfolio rotation Nexans is now fully positioned as a Global Electrification Pure Player



(1) Sales at current metal prices

Nexans is now fully simplified

Ready to scale



(1) FY 2021 €338m - FY 2025 €708m

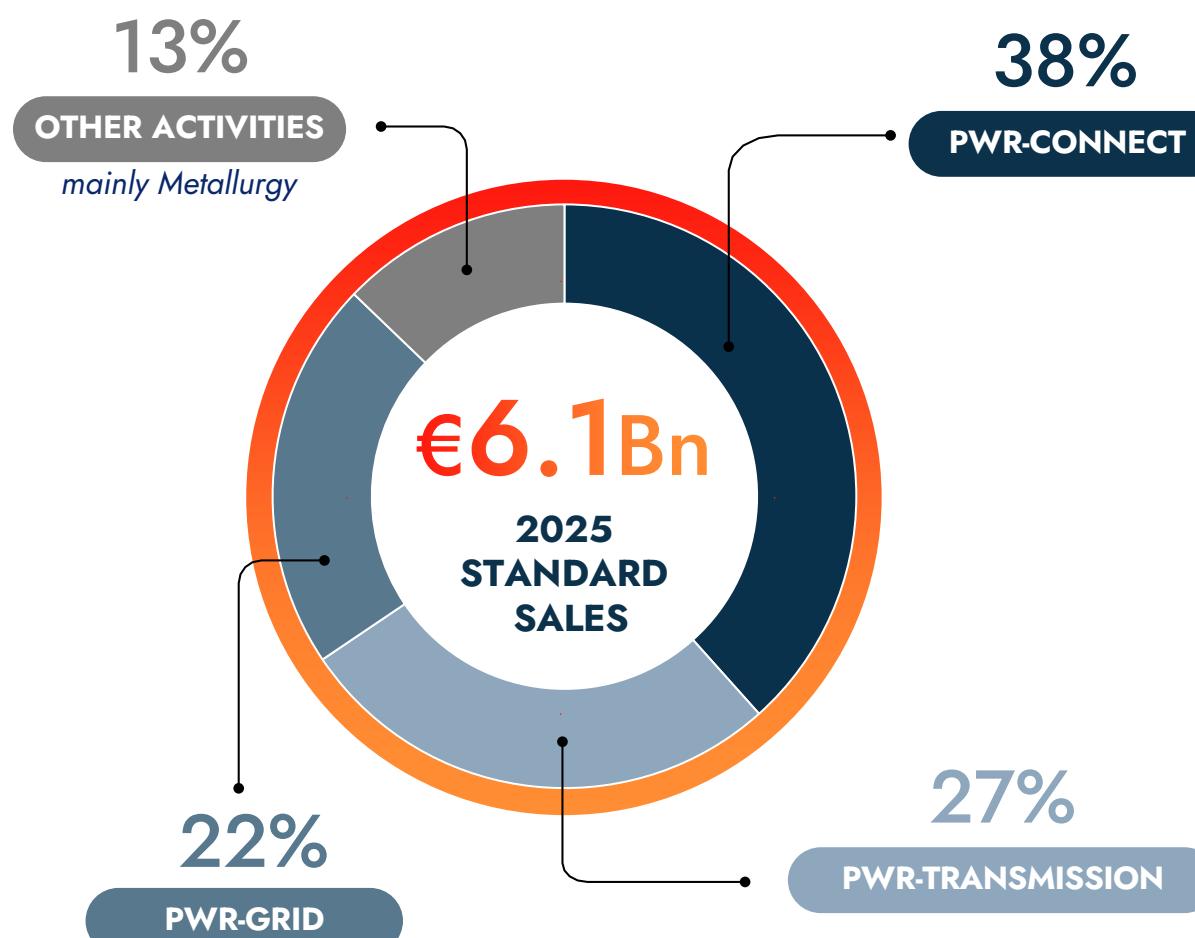
(2) FY 2021 22% - FY 2025 27%

(3) FY 2021 €179m - FY 2025 €344m

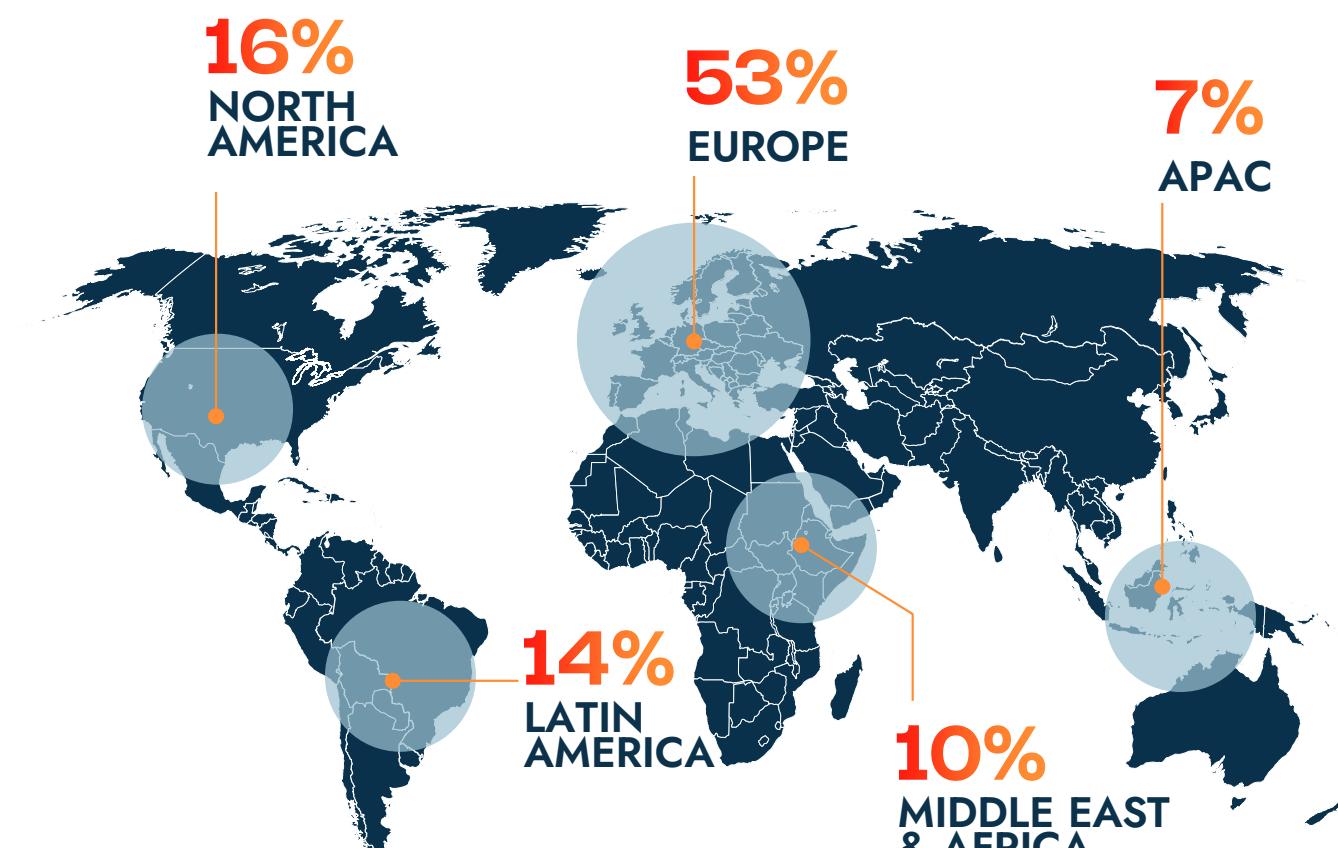
Nexans' selective approach

Well-diversified business profile to generate profitable growth

A well-balanced activities profile



A diversified geographic footprint



Addressing markets with a selective approach

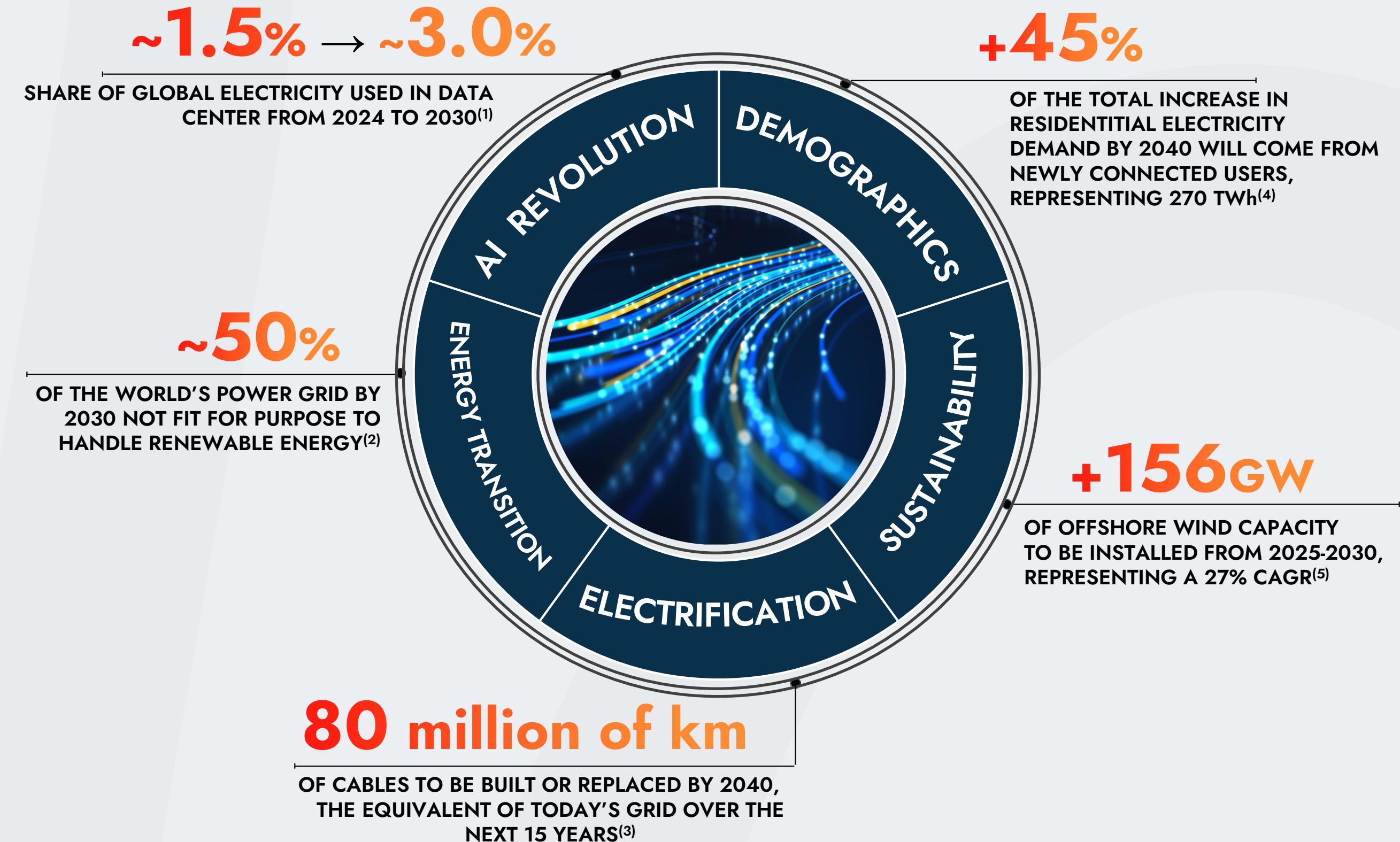


- Critical Buildings
- Industrial Buildings
- Residential & Commercial Buildings
- Infra (Rail & Tunnel)
- Data centers
- Wind
- Solar
- Energy Storage
- Interconnection
- Offshore Wind
- Grid (Overhead lines & Underground)

Even Stronger underlying trends of Electrification Despite a more volatile environment

5 Mega Trends

in Electrification
driving long-term
demand across
our markets



(1) Source: IEA, Energy and AI (2024-2030 outlook)

(2) Source: IEA, Grid Readiness

(3) Source: IEA, Electricity Grids and Secure Energy Transitions (2023)

(4) Source: IEA, World Energy Outlook 2025 - Analysis

(5) Source: GWEC – Global Wind Report 2025

Continuing our value creation journey

Entering a phase of intensification

RESTRUCTURE

Nexans performance model



2019-2021

SIMPLIFY

towards Electrification



2021-2024

End of portfolio rotation

INTENSIFY
Scaling & Excellence

AMPLIFY
Electrification profitable growth momentum



2024-2028

VALUE CREATION

Nexans is now ready to Intensify

Scaling Nexans' operations and business model for superior value creation

COMMERCIAL EXCELLENCE

Scale growth patterns & innovation

- Data Center
- Fire Safety
- Renewables
- Gigafactory

Commercial swat teams

INDUSTRIAL EXCELLENCE

Scale industrial core capabilities

- Mutualization of industrial footprint
- Digital re-engineering
- Automation at scale

OPERATIONAL EXCELLENCE

Scale operational excellence

- Agile organization
- Competitiveness initiatives
- SHIFT AI
- AI process efficiency

M&A EXCELLENCE

Scale acquisitions

- Replicating our business model
- Delivering smooth integration

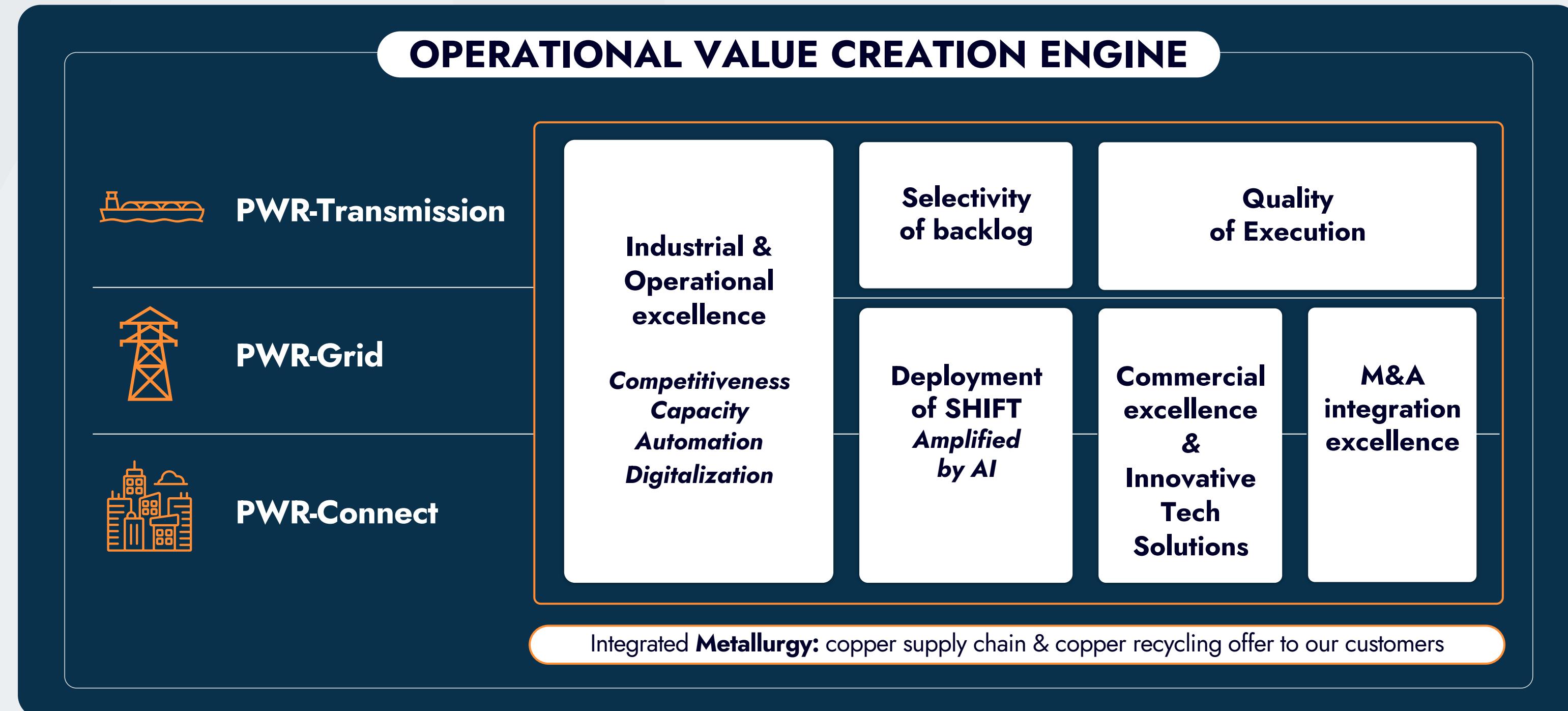


INTENSIFY
Scaling & Excellence

All business units progressively catching up with Nexans' best-in-class performers

Operational levers for value creation

Customized for each segment, repeatable and scalable



Turning electrification selective growth into superior value creation



SECTION 02

Business Deep-Dive

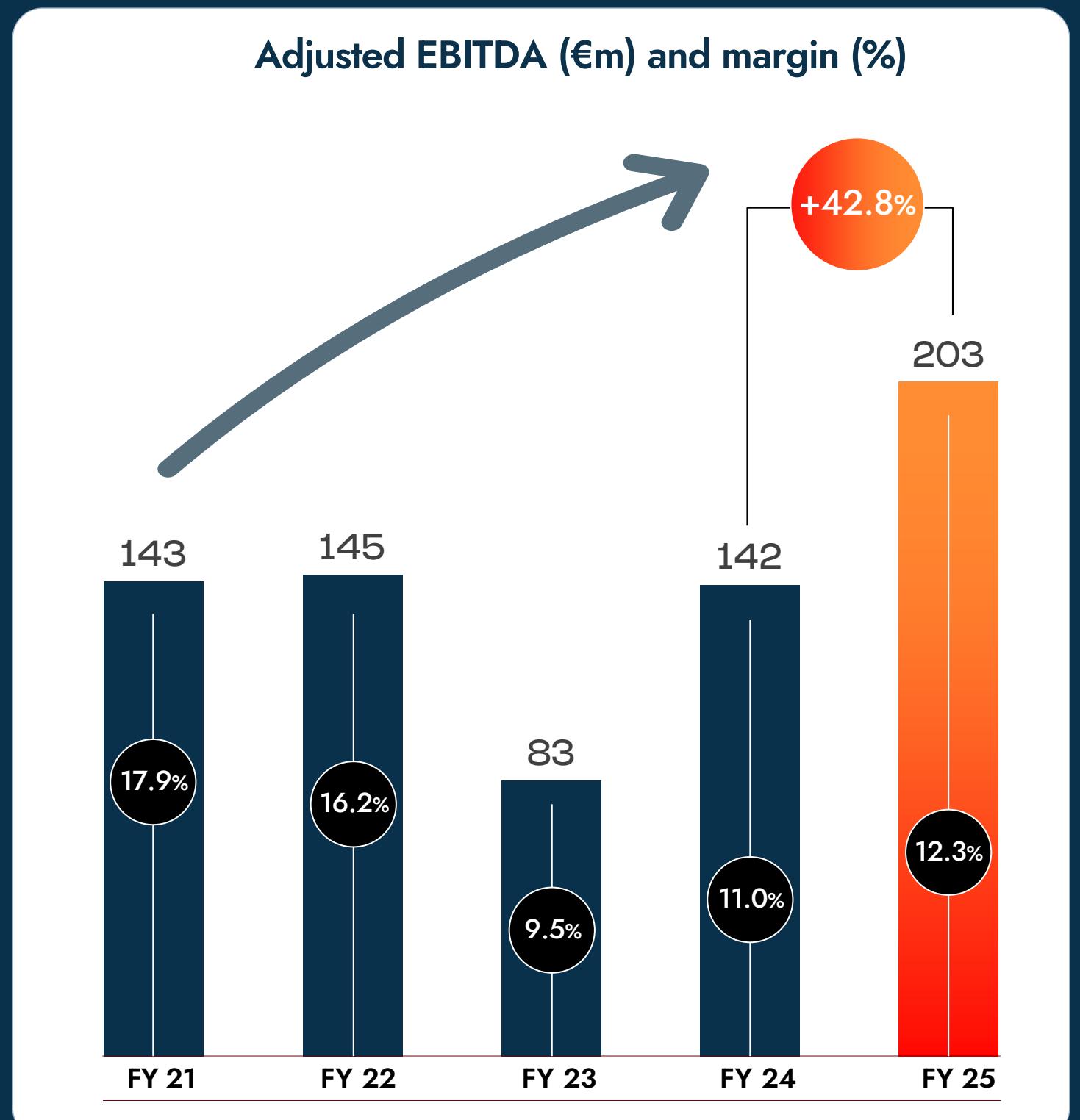
Enhancing performance across the portfolio, leveraging structural
drivers of value creation



PWR-TRANSMISSION

Business Deep-Dive

FURTHER EBITDA MARGIN IMPROVEMENT



PWR-TRANSMISSION

Structural drivers of value creation
& agility of our operations

QUALITY OF EXECUTION, DISCIPLINE & AGILITY

HIGH BARRIERS TO ENTRY

- Strong technical know-how & expertise
- Long-term relationships with customers
- State of the art cable laying vessels
- European Strategic Sovereignty

SELECTIVITY & GOOD VISIBILITY
thanks to our backlog

MIX IMPROVEMENT

legacy projects progressively ending

LONG-TERM CYCLE ACTIVITY

with multi-year projects providing
with good visibility

WORLDWIDE MARKET

capturing the needs for electrification

PWR-TRANSMISSION

Nexans, a highly recognized technological leadership



Industrial state-of-the-art
manufacturing
and cable laying vessels



Team of best experts
recognized by
strategic customers



World-first installation
depth of 2,150 meters

*Tyrrhenian Link Project, Italy
December 2025*

PWR-TRANSMISSION

Further strengthen visibility with a solid backlog and strong pipeline of activity

SHORT-TERM AGILITY & MARKET DYNAMICS

Strong adaptation to customer challenges



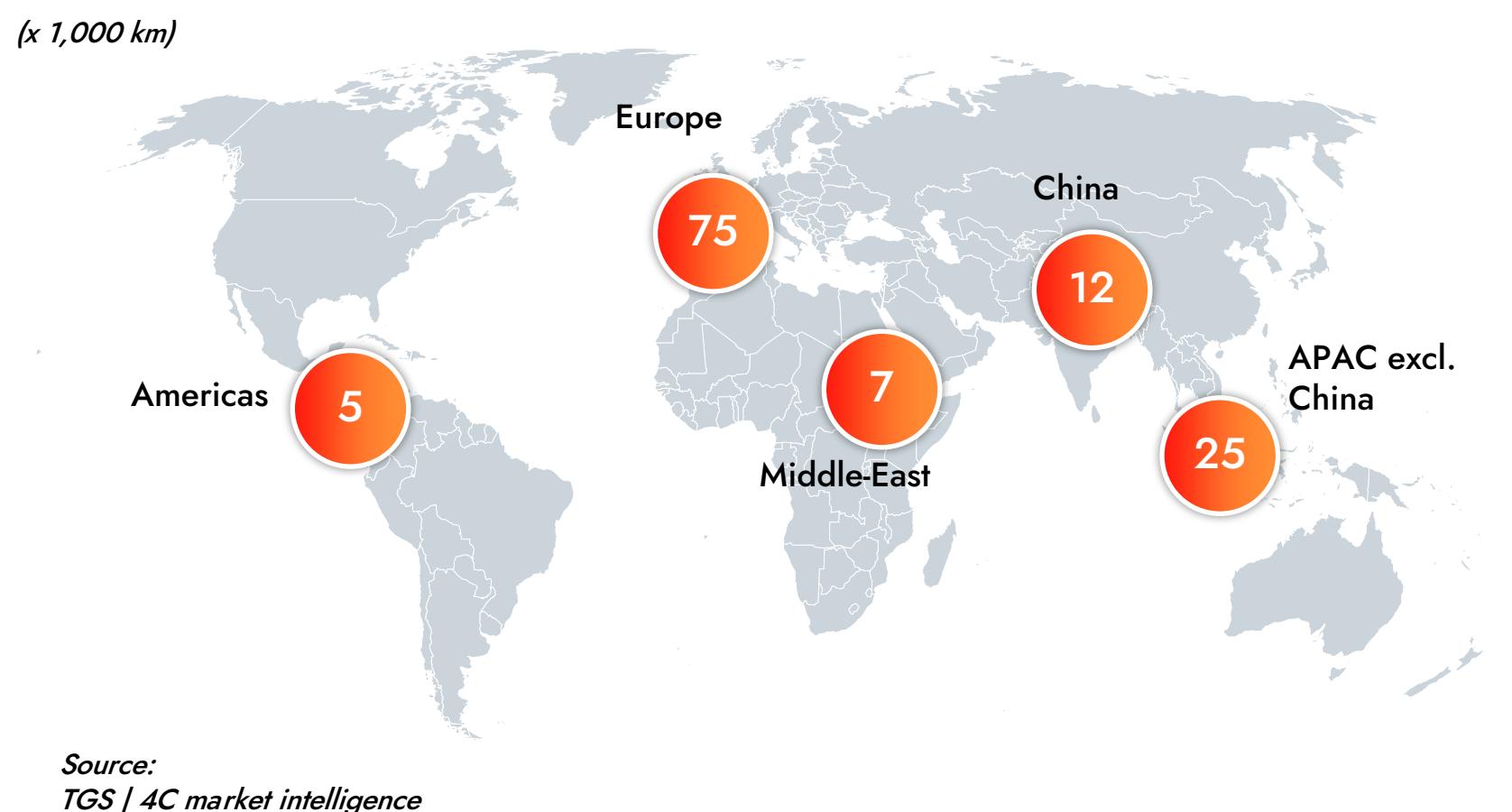
AGILE UTILIZATION of ASSETS & RESSOURCES

AGILITY IN PLANNING ADJUSTMENTS



STRONG AND DYNAMIC MARKET PIPELINE OF ACTIVITY

124,000 KM OF CABLES TO BE INSTALLED OVER 2026-2040



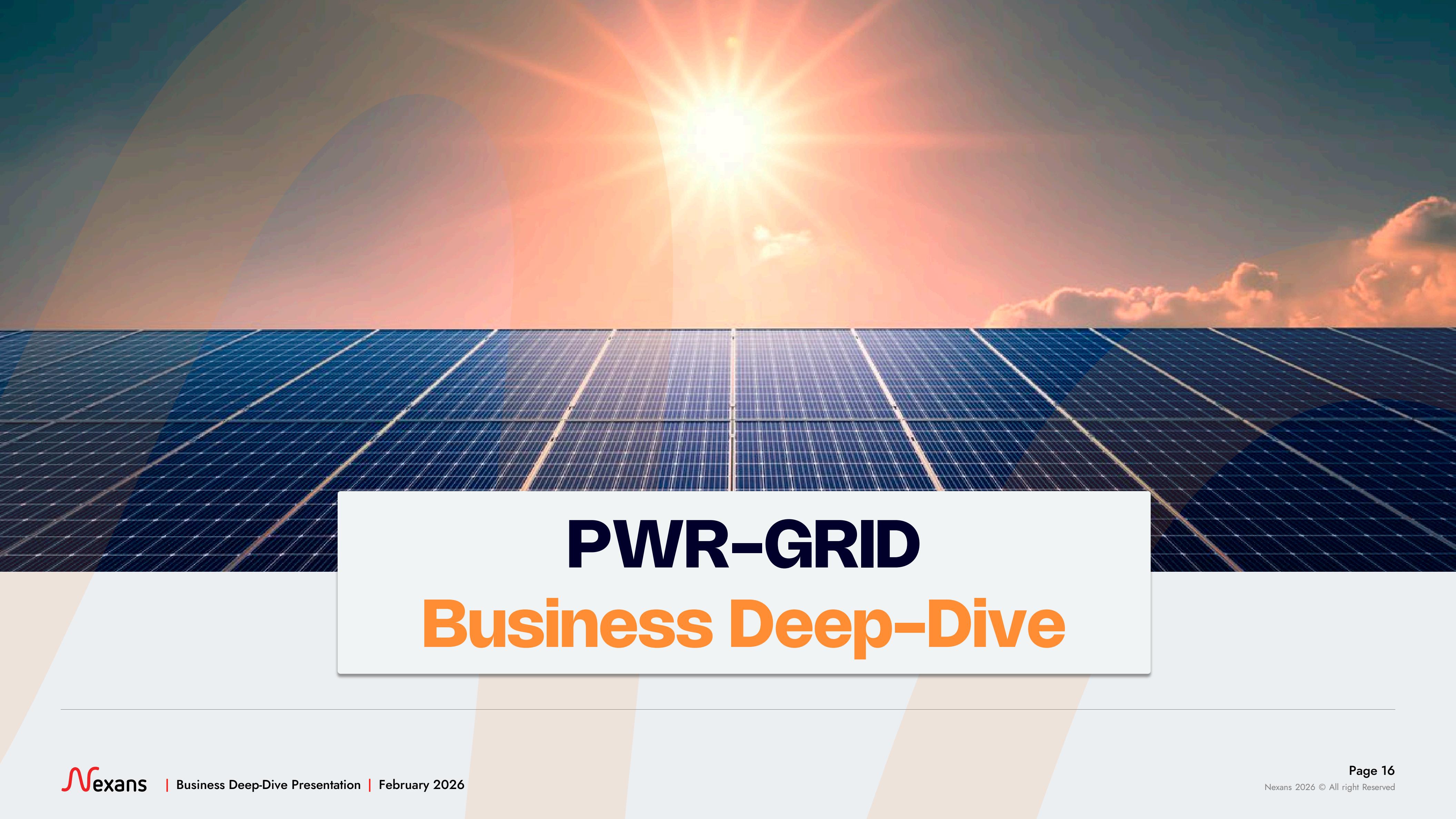
Nexans, a key player with the technical know-how

INTENSIFY

EFFICIENT PROCESSES

QUALITY OF EXECUTION

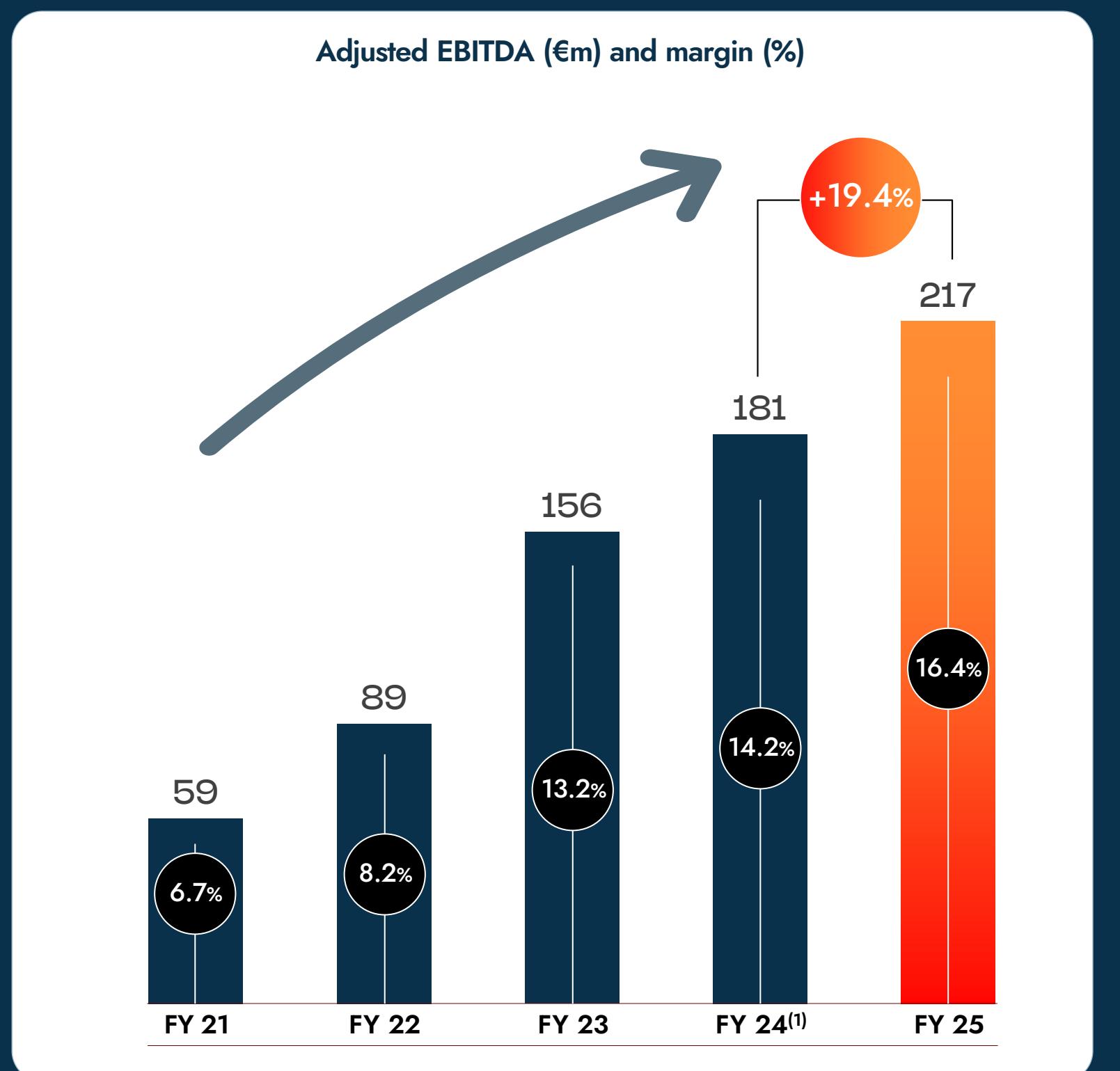
COMMERCIAL AGILITY



PWR-GRID

Business Deep-Dive

STRUCTURAL VALUE CREATION DEMONSTRATED IN PWR-GRID & ACCELERATING WITH GROWTH



CASH FLOW GENERATIVE & LOW CAPEX
intensive activity

MEDIUM-TERM CYCLE ACTIVITY
profile with very limited risks, with more & more extended duration of frame-agreements providing more visibility

REGIONAL/LOCAL MARKETS

PWR-GRID

Structural drivers of value creation thanks to high added-value solutions

SCALE UP INNOVATION

across all our BUs (Cable design, Recycling offer...)

REGIONALIZATION OF INDUSTRIAL FOOTPRINT

to answer **strong demand linked to modernization, monitoring and smart solutions** related to the grid worldwide

SCALE INNOVATIVE HIGH ADDED-VALUE SOLUTIONS

with our **unique positioning** providing us with **pricing power**

SHIFT DEPLOYMENT

to make low performers **catch up with best-in-class**

REPLICATE OUR MODEL THROUGH OUR M&A INTEGRATION PROCESS

PWR-GRID

Scaling advanced offers and innovation for best-in-class customer experience

EXPANSION OF SHARE OF WALLET IN GRID DSO

► Multi-year frame agreements with DSOs

Leveraging low-carbon leadership, industrial backup & competitiveness

Strategic seven-year framework agreement with French DSO ENEDIS
€600 million

February 2026

EXPANSION IN NEW VERTICALS

► Capture large-scale projects such as gigafactories, data centers, renewables ...

Share of global electricity used by data centers projected to double by 2030⁽¹⁾



(1) Source IEA, Energy and AI (2024 – 2030 outlook)

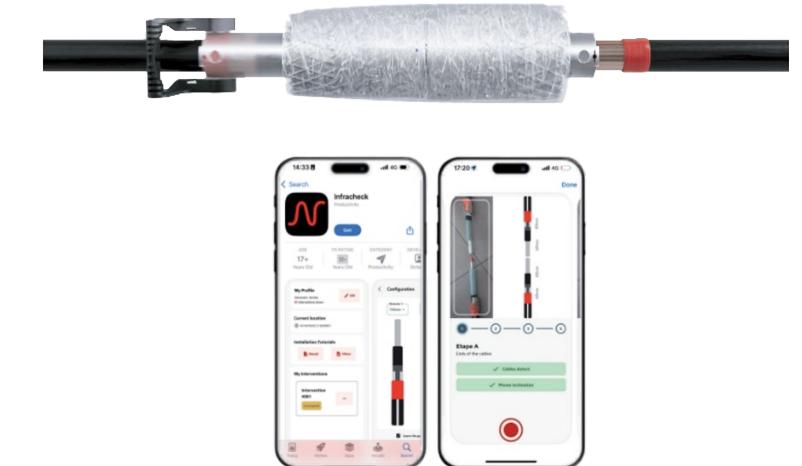
EXPANSION OF INNOVATION IN ACCESSORIES

► Strong demand for Accessories across geographies

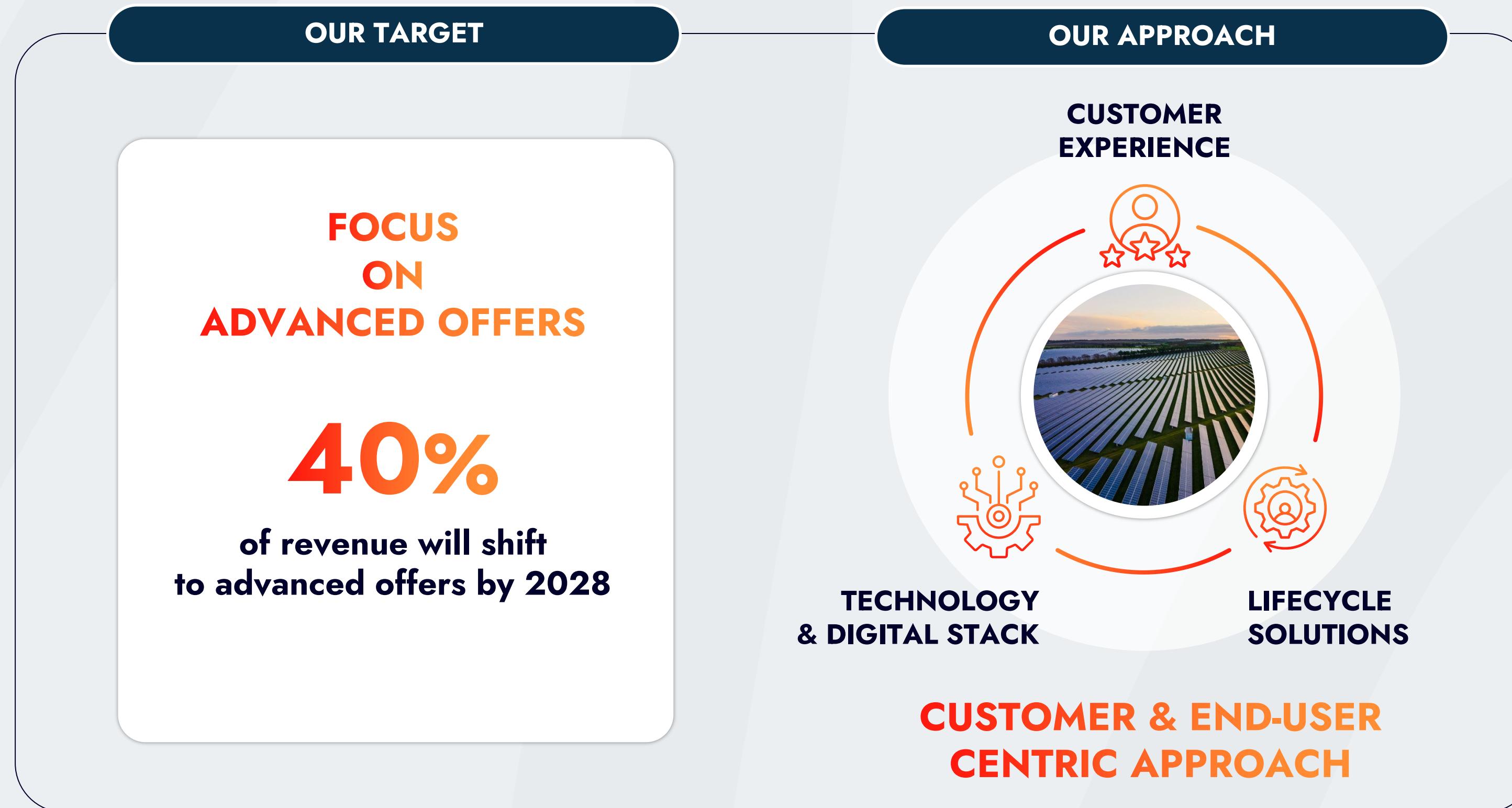
NEXANS EASY JOINT Powered by AI

RELIABILITY
90 TO 18
INSTALLATION STEPS

-30%
INSTALLATION TIME



Scaling up our unique positioning on high added-value solutions



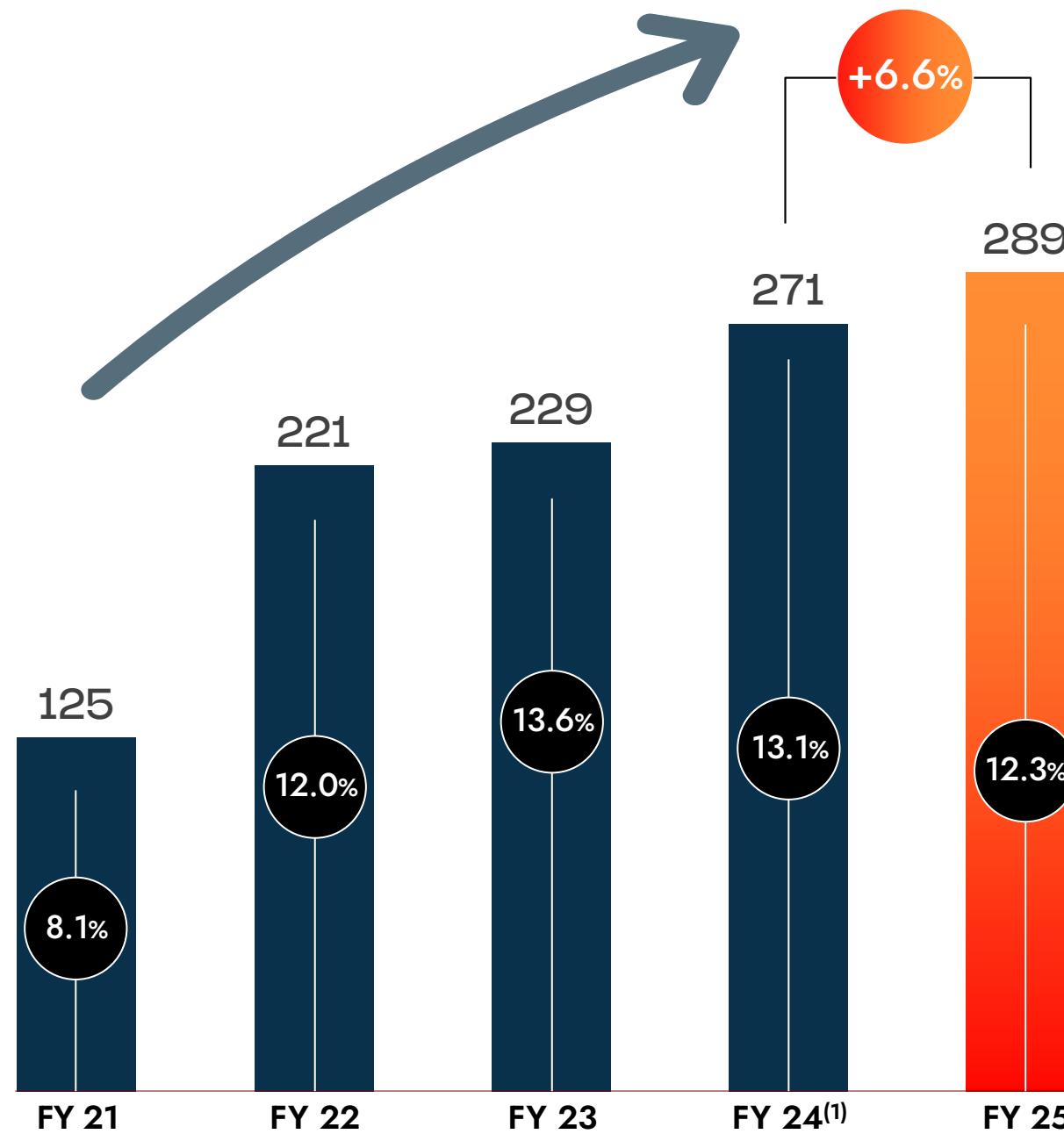


PWR-Connect

Business Deep-Dive

FURTHER EBITDA MARGIN IMPROVEMENT GRADUAL & PROGRESSIVE VALUE CREATION IMPROVEMENTS

Adjusted EBITDA (€m) and margin (%)



⁽¹⁾ Pro forma and restated, refer to FY 2025 results

**CASH FLOW GENERATIVE
& LOW CAPEX**
intensive activity

SHORT CYCLE ACTIVITY
profile with very limited risks
LOCAL MARKETS
with contrasted patterns

PWR-CONNECT

Structural drivers of value creation thanks
to SHIFT deployment & scale up of innovation

SCALE INNOVATIVE HIGH ADDED-VALUE SOLUTIONS

thanks to **unique positioning** providing us
with **pricing power**

LEADING VERTICALS TECHNOLOGY

across all our BUs worldwide
(i.e. Fire safety solutions)

SHIFT DEPLOYMENT

to make **low performers catch up**
with best-in-class

REPLICATE OUR MODEL THROUGH OUR M&A INTEGRATION PROCESS

PWR-CONNECT

Mobiway : scale across geographies a complete product range and offers

2018

2021

2022

2023

2024

2025

2026

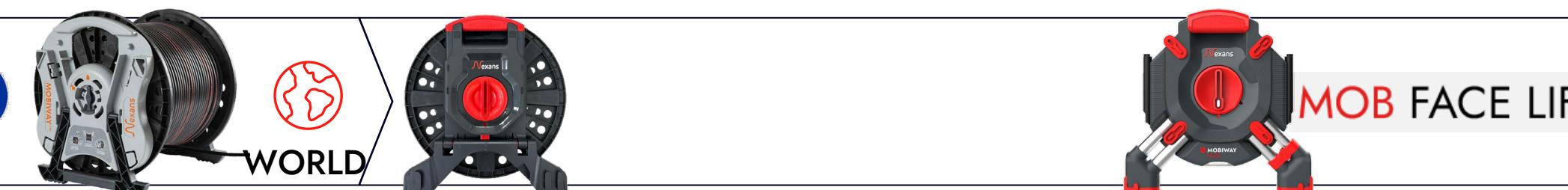
 MOBIWAY
KART

 MOBIWAY
BOOST & SPEED

 MOBIWAY
POP

 MOBIWAY
UN'REEL

 MOBIWAY
MOB



All Mobiway offers:

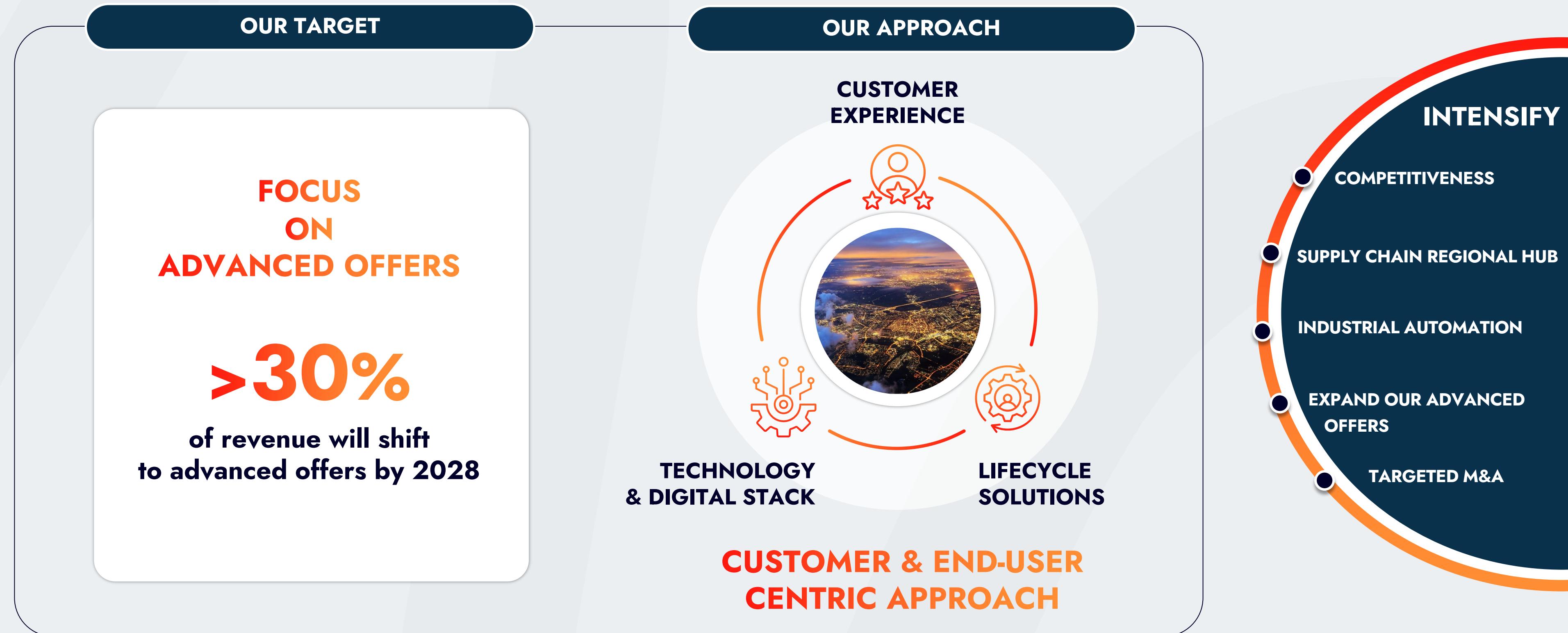
- Premium & Tech/IoT attributes
- Growth enabler
- Scale via digital visibility

► Strong dynamics of Mobiway since 2021: double-digit CAGR (2021-2025) organic growth embedding premium attributes

High loyalty of end-users

PWR-CONNECT

Enhance our positioning on high added-value solutions while strengthening our competitiveness



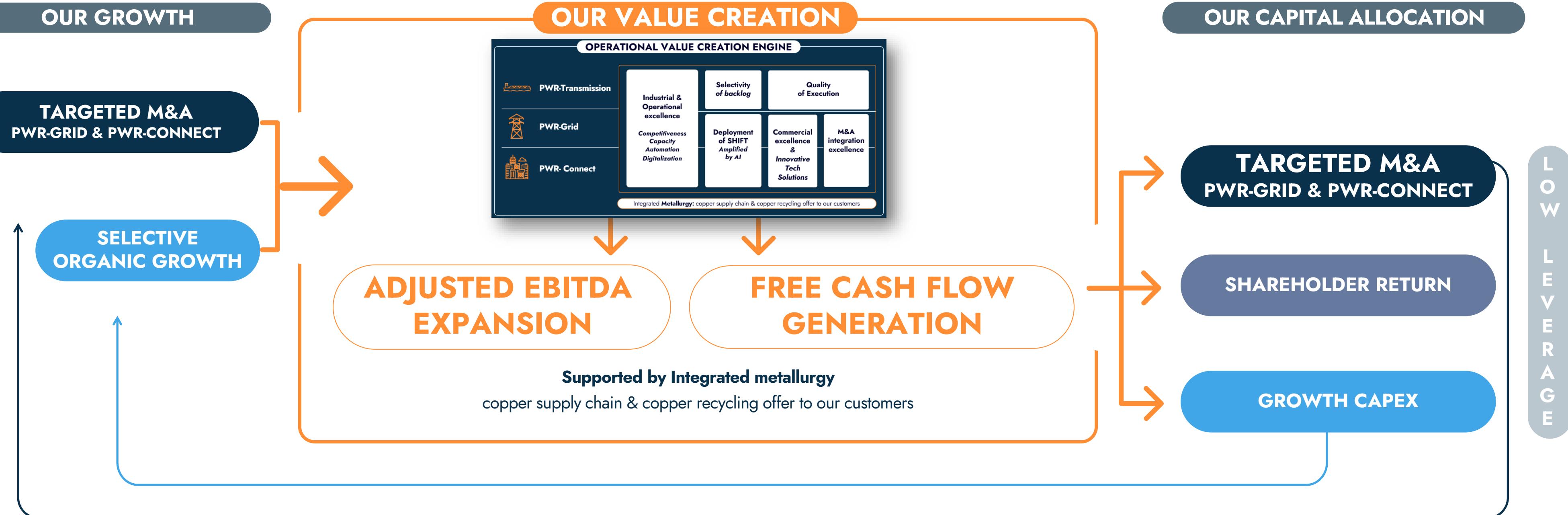


SECTION 03

Delivering 2028 trajectory
Through **Nexans' agile value creation model**

Nexans' value creation model, Global Electrification Pure Player

A model of profitable growth & solid cash generation



A selective approach to further improve every business unit, catching up progressively with the Group best performers

Targeted M&A to further grow the Group and create value

Strategic rationale



**CONSOLIDATING
& REINFORCING
OUR EXISTING FOOTPRINT**



**EXPANDING
TO NEW
GEOGRAPHIES**



**ADDING NEW TECH
EXPERTISE IN
OUR PORTFOLIO**

INTENSIFY

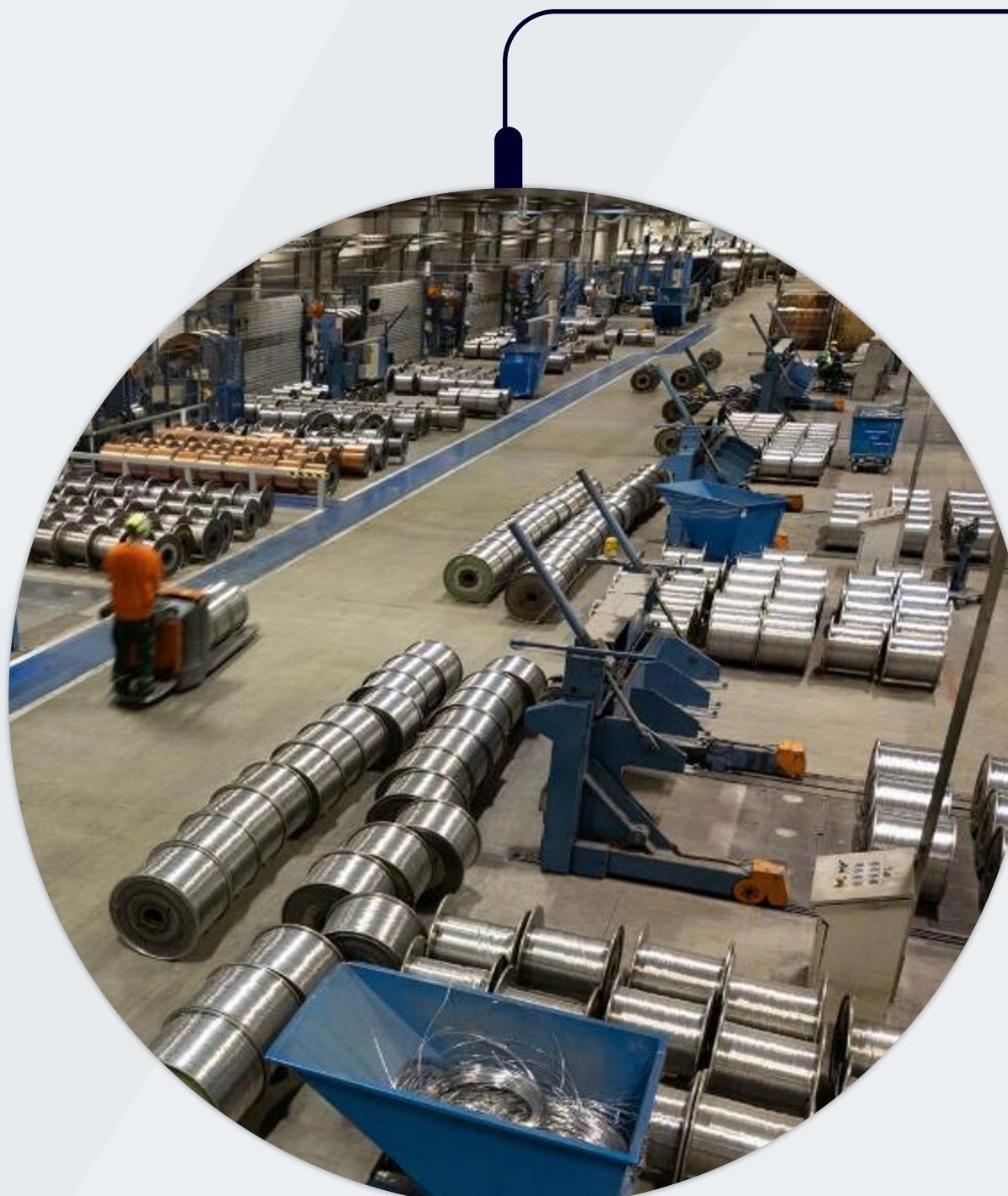
RICH PIPELINE

**INTEGRATION VIA
SHIFT**

**HIGHER EXECUTION
RYTHM**

Value Creating Acquisition – Case study Reka Cables (Finland, 2023)

Shifted to outperformer in 3 years



VALUE
CREATING
MODEL

TARGETING



DISCIPLINED
APPROACH

REKA
by 

EXCELLENCE IN OUR INTEGRATION PROCESS



SHIFT
IMPLEMENTATION



PURCHASING
POWER



FOOTPRINT
OPTIMIZATION



LEVERAGING
INNOVATION



REGIONAL
OPTIMIZATION

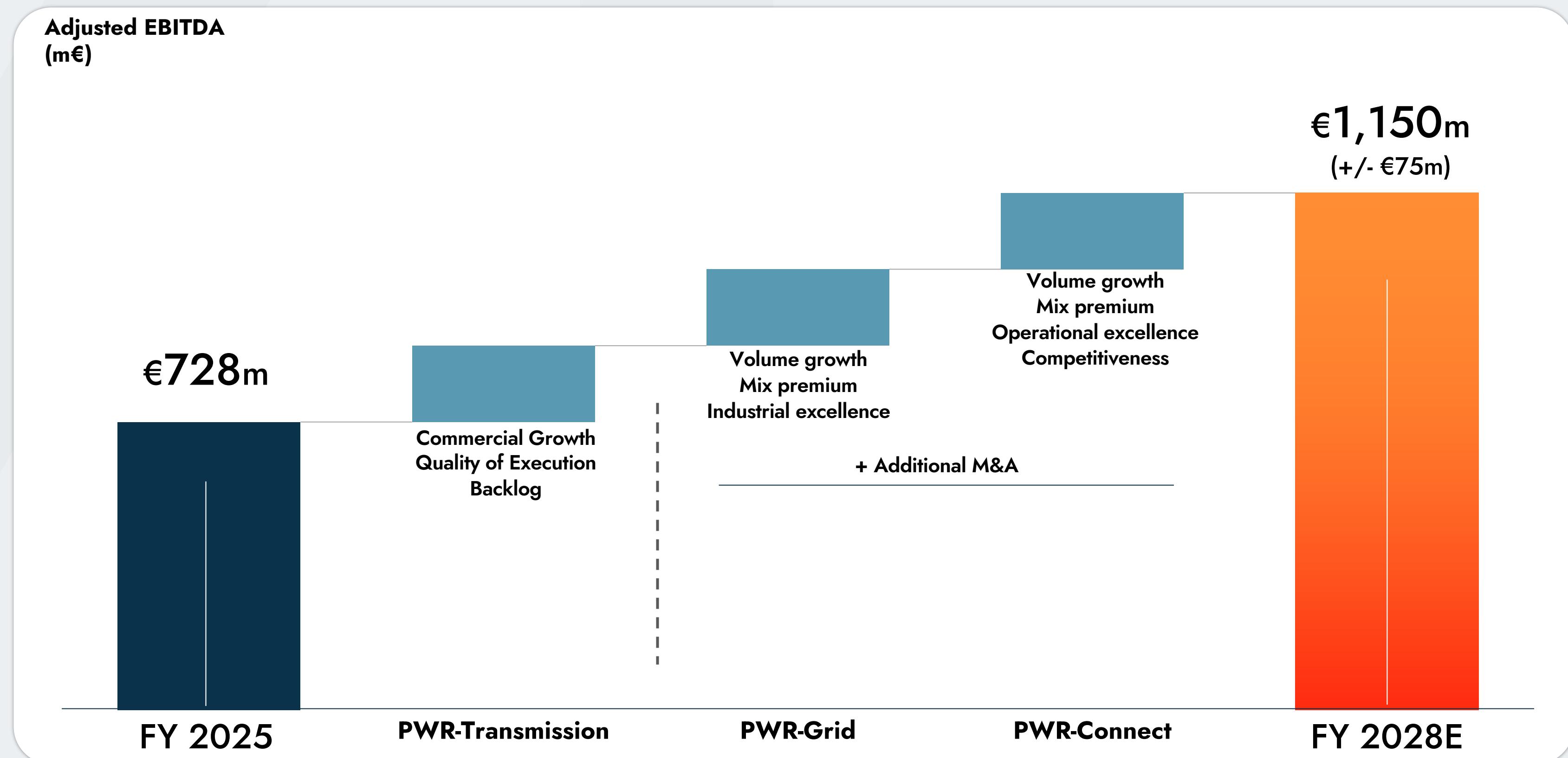
ENHANCED OPERATIONAL PERFORMANCE
SIGNIFICANT VALUE CREATION

Adj. EBITDA
X2

ADJUSTED EBITDA
MARGIN
NOW PART OF
NEXAN'S
BEST IN CLASS
PERFORMERS

Financial trajectory toward 2028

Agility and discipline across the board



2028 guidance

GROUP

ORGANIC SALES 2024-2028 CAGR (ELECTRIFICATION)	3-5%
ADJ. EBITDA	€1,150m (+/- €75M)
FCF CONVERSION ⁽¹⁾	>45%
ROCE	>20%
DIVIDEND PAYOUT ⁽²⁾	≥30%
LEVERAGE	≤1.0x

(1) FCF pre-M&A and equity operations / Adj. EBITDA assuming flat change in WC

(2) Share of recurring net income

Conclusion



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 Nexans' Universal Registration Document, which includes a description of the Group's risk factors.

NB: any discrepancies are due to rounding.

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