

# Annual Shareholders' **Meeting**

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May 21, 2026



# Agenda

- 01 NEXANS, READY TO INTENSIFY**  
Julien Hueber, CEO
- 02 2025 HIGHLIGHTS & 2026 OUTLOOK**  
Julien Hueber, CEO
- 03 2025 FINANCIAL RESULTS & FIRST QUARTER 2026 SALES**  
Vincent Piquet, CFO
- 04 DATA CENTERS, ONE OF OUR GROWTH DRIVERS**  
Elena Fedotova, Chief Business Development Officer - Data Center & Grid & Connect large projects
- 05 ARTIFICIAL INTELLIGENCE, COMMITTED TO PERFORMANCE**  
Guillaume Eymery, Chief Strategy & Purchasing Officer

- 06 CLIMATE ROADMAP UPDATE AND INITIATIVES TO DATE**  
Marc Grynberg, Climate Director
- 07 CORPORATE GOVERNANCE AND COMPENSATION**  
Anne Lebel, Lead Independent Director  
Chair of the Appointments and Corporate Governance Committee  
Chair of the Compensation Committee
- 08 REPORTS OF THE STATUTORY AUDITORS**  
Amélie Jeudi De Grissac, PWC, Statutory Auditor
- 09 PRESENTATION OF RESOLUTIONS AND VOTE**  
Nino Cusimano, Chief Legal, Corporate Development Officer & Secretary General

# Annual Shareholders' **Meeting**

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**01**

**Julien HUEBER**  
CEO

# **Nexans, Ready to intensify**

A large-scale solar farm with rows of photovoltaic panels installed on a grassy hillside under a clear blue sky with a few clouds.

# Nexans, Pure player of Electrification

# Major trends in electrification are gaining momentum despite a more volatile environment

## 4 structural factors

### DEMAND FOR ELECTRIFICATION

Acceleration of long term demand

### HIGH-GROWTH SEGMENTS

Strong growth in demand for new market segments (data centers, "Gigafactories," critical buildings, etc.)

### ENERGY SOVEREIGNTY

A new strategic priority

### TARGETED EXPANSION

New markets and new geographies supported by a targeted M&A strategy

## Key figures

By 2030

**>5%**

Of electricity used by data centers

By 2040

**~80 million km**

Grid modernization

**>40%**

From renewable energy in Europe

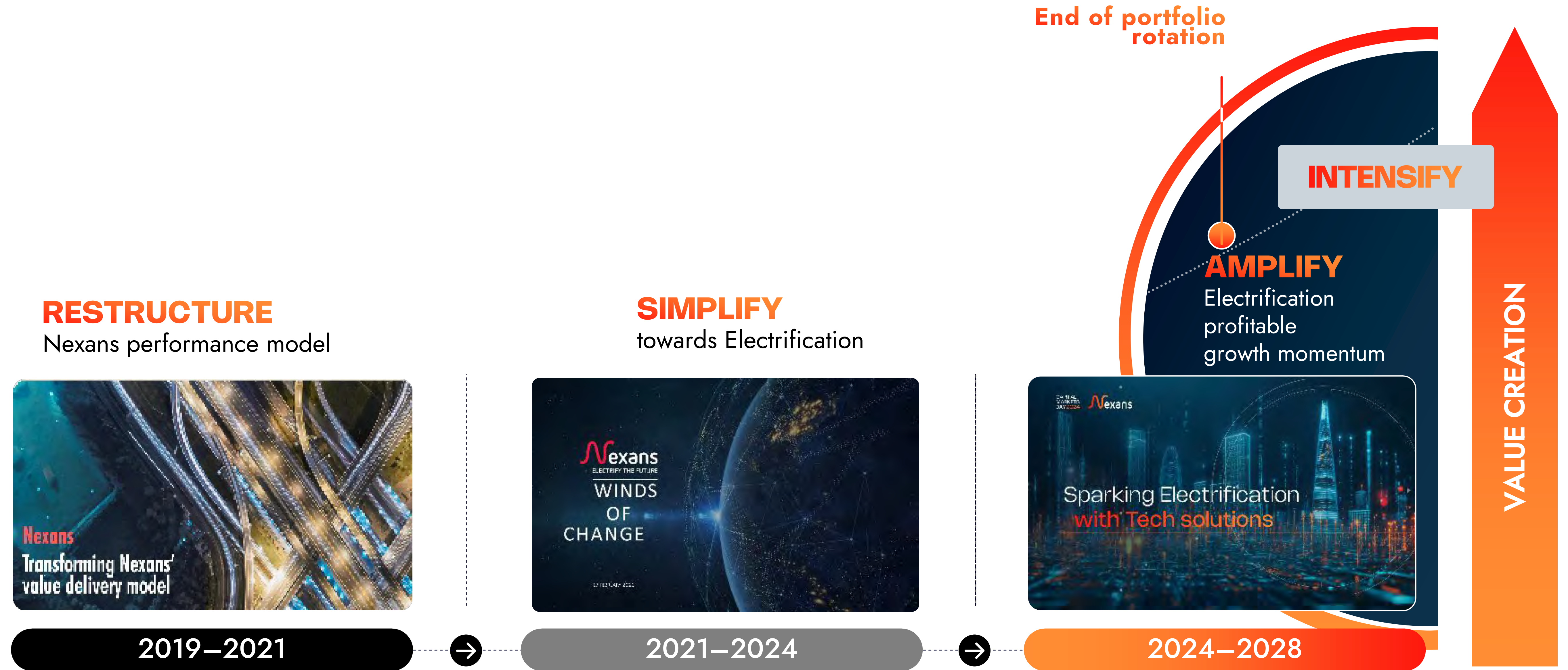
**+10 GW**

Additional offshore wind capacity each year

**A PURE-PLAYER IN ELECTRIFICATION LEADER IN STRATEGIC, HIGH-GROWTH MARKETS**

# Continue our value creation approach

## Entering a phase of intensification



## Our priorities

# Scaling Nexans' operations and business model for superior value creation



ALL BUSINESS UNITS PROGRESSIVELY CATCHING UP WITH NEXANS' BEST-IN-CLASS PERFORMERS



# PWR-Transmission Built for Performance

Structural factors  
driving value creation  
and operational agility

EXECUTION QUALITY,  
DISCIPLINE, AND AGILITY

GROWTH x2

EXCELLENCE IN INDUSTRIAL  
EQUIPMENT

Widely recognized  
technological  
leadership

EXPERTISE

TEAM REPUTATION

WORLD DEPTH RECORD  
AT 3,000M\*



\*Deep-water test, March 2026

# PWR-Grid

## Significant growth and visibility

### Growth and differentiation

LONG-TERM CONTRACT  
VISIBILITY UP TO 7 YEARS

LOW-CARBON RECYCLED  
ALUMINUM

STRATEGIC FOCUS ON  
DATA CENTERS

### Capacity and technology

40% CAPACITY  
EXPANSION IN EUROPE  
(2025–2028)

SHARING OF INDUSTRIAL  
FOOTPRINT

TECHNOLOGY

# **PWR-Connect**

## **Capturing growth in the evolving markets for end-use electrification**

### Accelerating demand

FIRE SAFETY NEEDS

EXPONENTIAL GROWTH IN DATA CENTER DEMAND

SOLAR EXPANSION  
SOLAR

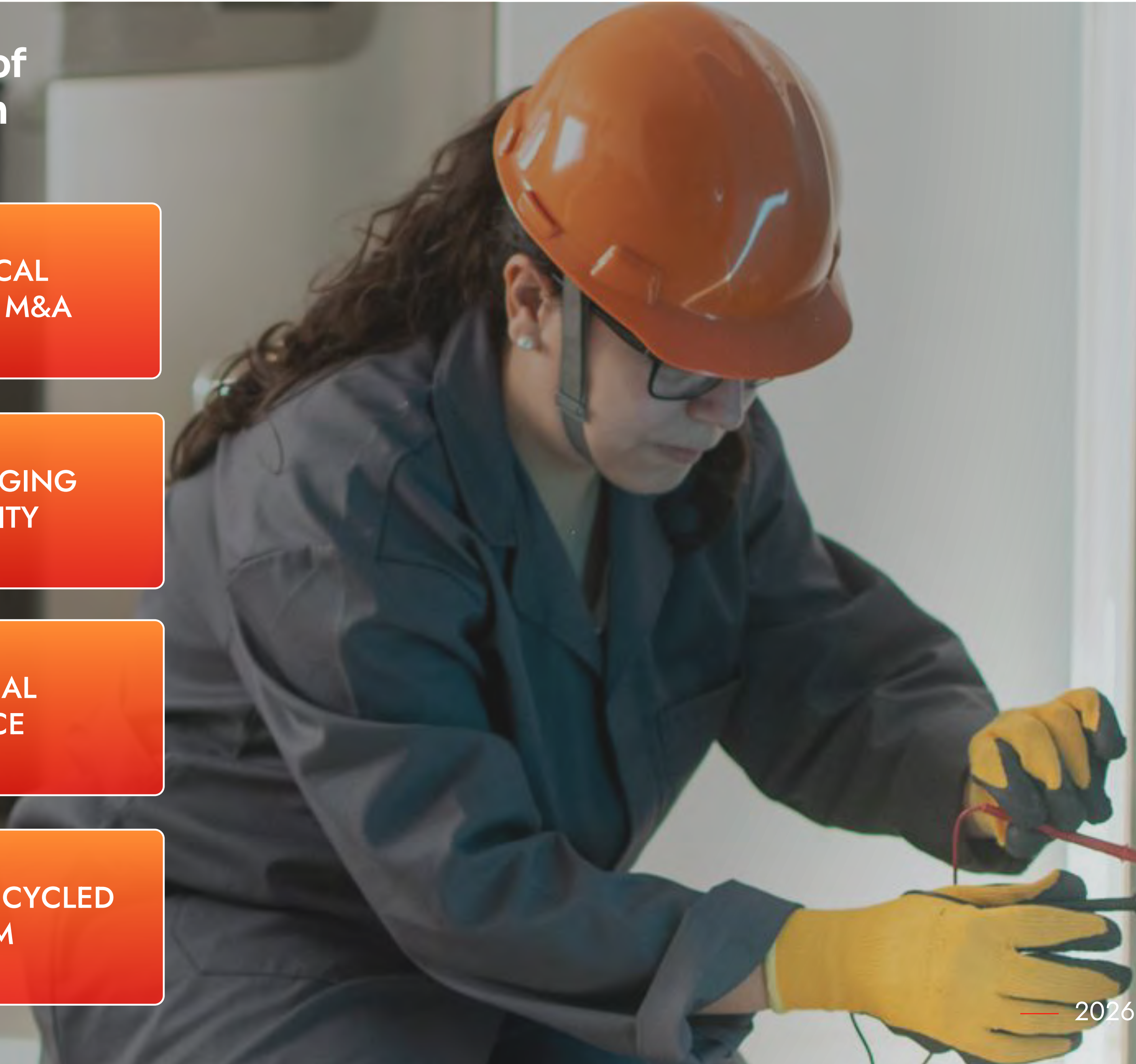
### Drivers of Growth

GEOGRAPHICAL EXPANSION – M&A

SMART PACKAGING PRODUCTIVITY

OPERATIONAL EXCELLENCE

LOW-CARBON RECYCLED ALUMINUM





02

**Julien HUEBER**  
Chief Executive Officer

# **HIGHLIGHTS 2025 & OUTLOOK FOR 2026**

# Highlights of 2025

## ACQUISITIONS



### **Cables RCT (Spain)**

+20% capacity

Fire Safety - Data Center – Platinum customers



### **Electro Cables (Canada)**

+20% capacity

Data Center - Industrial pooling

# Highlights 2025

## MAJOR CONTRACTS

## INNOVATIVE PRODUCTS



**Major framework agreement with RTE\***



**Tunnel contract in Switzerland**



**CABLELOOP: 880 tons of used cables recovered**

\*+1 billion euros, depending on the final quantities to be agreed upon and the subcontractors to be selected during the next phase leading up to the signing of each EPCI contract.

# Highlights of 2025

## A GROWING INFLUENCE



**E3: A Model That Proves Its Worth**



**Success for the Innovation Summit (Toronto)**

# Acquisition <sup>(1)</sup> of Republic Wire in the United States

## A strategic platform in low-voltage products, strengthening PWR-Connect

### THE COMPANY



FOUNDED IN  
**1982**

**approx. €520 million<sup>(2)</sup>**  
IN CURRENT REVENUE OVER  
12 MONTHS AS OF THE END OF FEBRUARY 2026

**> 200**  
HIGHLY SKILLED ASSOCIATES

HEADQUARTERS IN  
**CINCINNATI, OHIO**

- A HIGH-QUALITY **GROWTH PLATFORM IN THE UNITED STATES**
- A FULLY INVESTED **INDUSTRIAL PLATFORM**
- AN **EXPANSION PROGRAM FULLY OPERATIONAL BY THE END OF 2026**



(1) Subject to regulatory approvals

(2) USD/EUR exchange rate of 0.86 and in accordance with U.S. GAAP

# Acquisition of Republic Wire

## Strengthening Nexans' U.S. platform

### STRATEGIC LOGIC

#### INDUSTRIAL PLATFORM

An expanded manufacturing and distribution platform in the high-growth U.S. geography

#### MARKET ACCESS

An established network of sales agents and distributors

#### COMPLEMENTARY PORTFOLIO

A targeted product offering, supported by an automated factory and skilled teams

**A HIGH-QUALITY INDUSTRIAL ASSET TO ACCELERATE GROWTH**

U.S. low-voltage approximately

€12B<sup>(1)</sup>

in value

(1) Roland Berger market study, February 2026, USD/EUR exchange rate of 0.86

# 2026 Overview

## STRENGTHENING OF THE FLEET



### Launch of Electra

149.9 m x 31 m, 3 turntables, simultaneous pay-off of 4 cables, 13,500-ton capacity

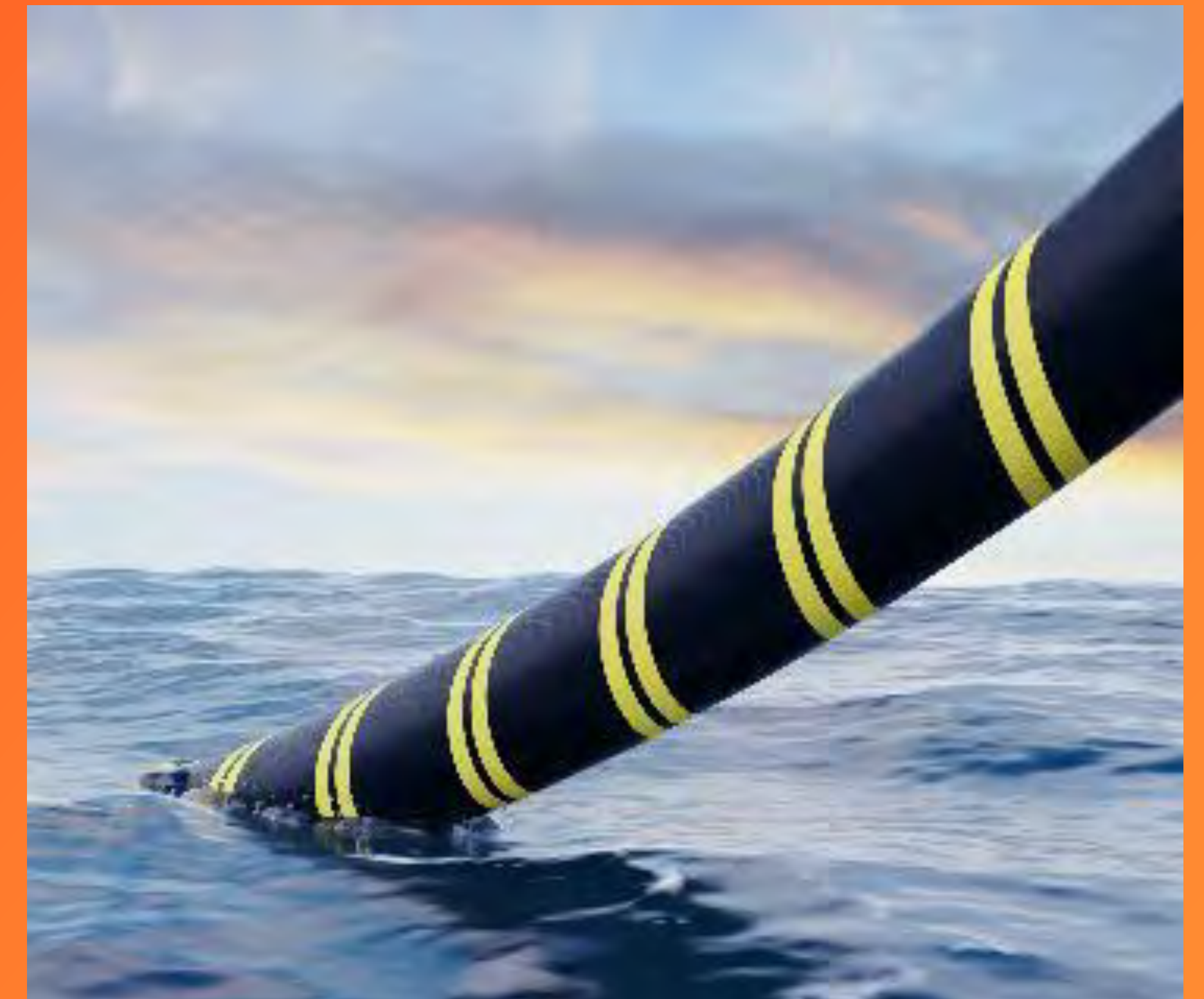
## INDUSTRIAL SOVEREIGNTY



### Nexans, a major player in circularity through its Lens plant

Investment of over €90 million

## WORLD RECORD



### Installation of an MI HVDC submarine cable at a depth of 3,000 meters during deep-water trials

# 2026 Overview

## MAJOR CONTRACTS



**7-year frame agreement  
with ENEDIS**  
€600 million



**Major Contracts  
Data Center in the  
the US and Europe**



**Contract with a major  
Italian grid operator**  
€93 million



**Frame agreement  
with TenneT**  
€1 billion

# 2026 Overview

## MAJOR INVESTMENTS



Safi, Morocco



Autun, France



Bourg-en-Bresse,  
France



Charleroi, Belgium

# 2026 Overview

## Brand Awareness Campaign



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**Vincent PIQUET**  
CFO

# **2025 FINANCIAL RESULTS**

# FY 2025, strong set of results

Excellent financial performance reflecting the strengths of Nexans' business model

↑

### GROUP ORGANIC GROWTH

**+8.3%**  
FY 2025 vs FY 2024

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**€6,098m**  
GROUP STANDARD SALES

**€7,810m**  
GROUP CURRENT SALES

↑

### GROUP ADJUSTED EBITDA

**€728m**  
ADJUSTED EBITDA

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**11.9%**  
OF STANDARD SALES

↑

### ROBUST CASH GENERATION

**47.3%**  
CASH CONVERSION

### ROCE

**21.3%**

### SOLID BALANCE SHEET

**0.36x**  
LEVERAGE

↑

### VALUE-CREATING ACQUISITIONS

**Electro cables**  
IN CANADA  
CLOSED DECEMBER 17, 2025

**RCT**  
IN SPAIN  
CLOSED JUNE 2, 2025

### PORTFOLIO ROTATION

**Nexans** AUTOELECTRIC  
autoelectric  
CLOSING EXPECTED  
MID - 2026

## ELECTRIFICATION

### ORGANIC GROWTH

**+11.6%**  
FY 2025 vs FY 2024

### ADJ. EBITDA MARGIN

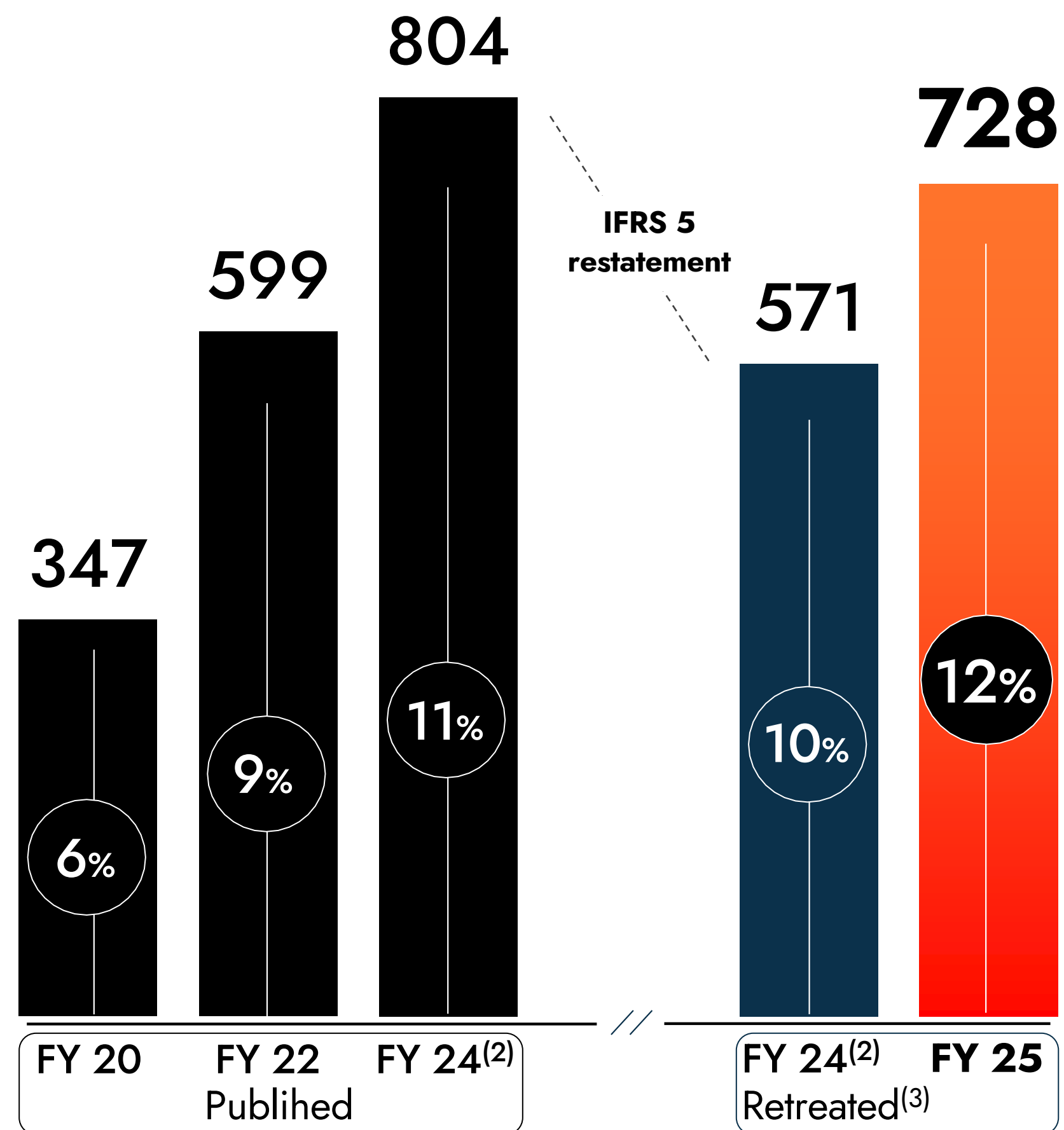
**13.3%**  
OF STANDARD SALES

Former "Non-Electrification activities" (consisting of AmerCable, Lynxco and Autoelectric) are now classified as discontinued operations following the announcement of the disposal of Autoelectric in December 2025 and in compliance with IFRS 5

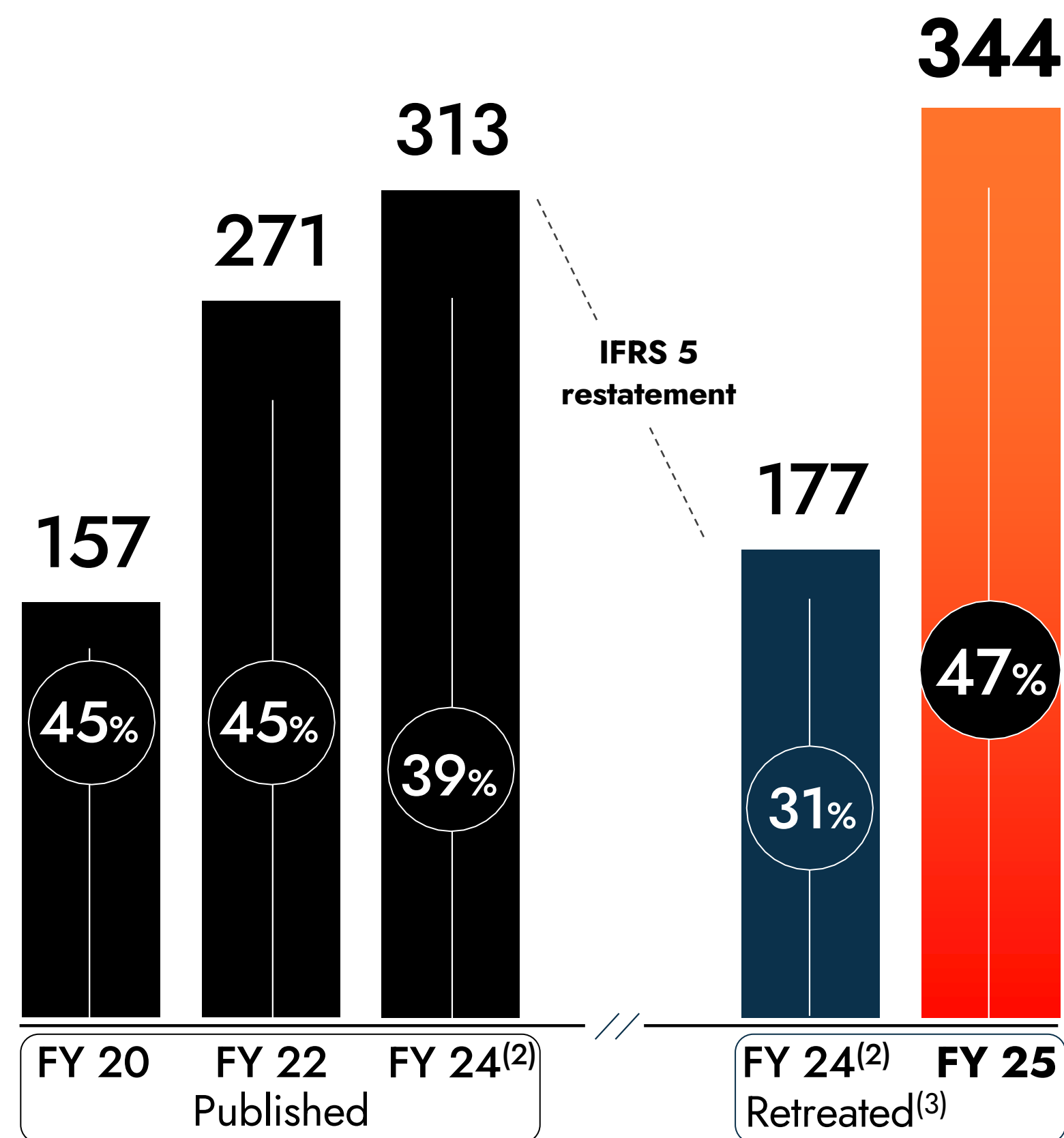
# FY 2025

## Nexans' model continues to deliver year after year

**ADJUSTED EBITDA (€m) AND ADJUSTED EBITDA MARGIN<sup>(1)</sup> (%)**

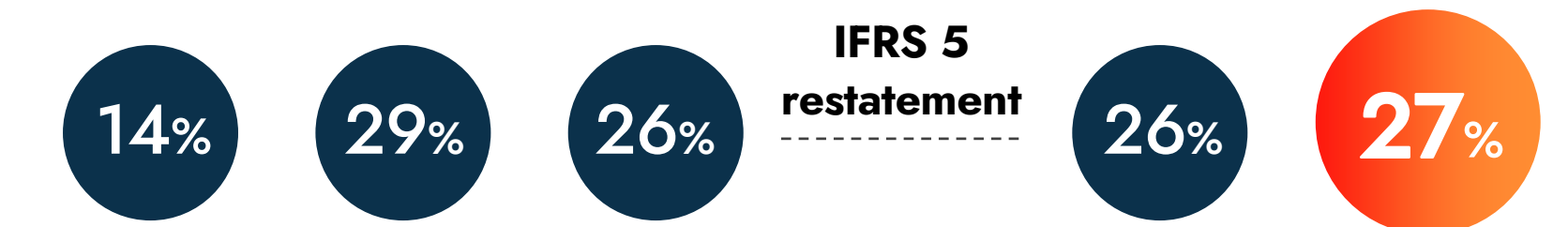


**FREE CASH FLOW (€m) & CASH CONVERSION RATIO<sup>(4)</sup> (%)**

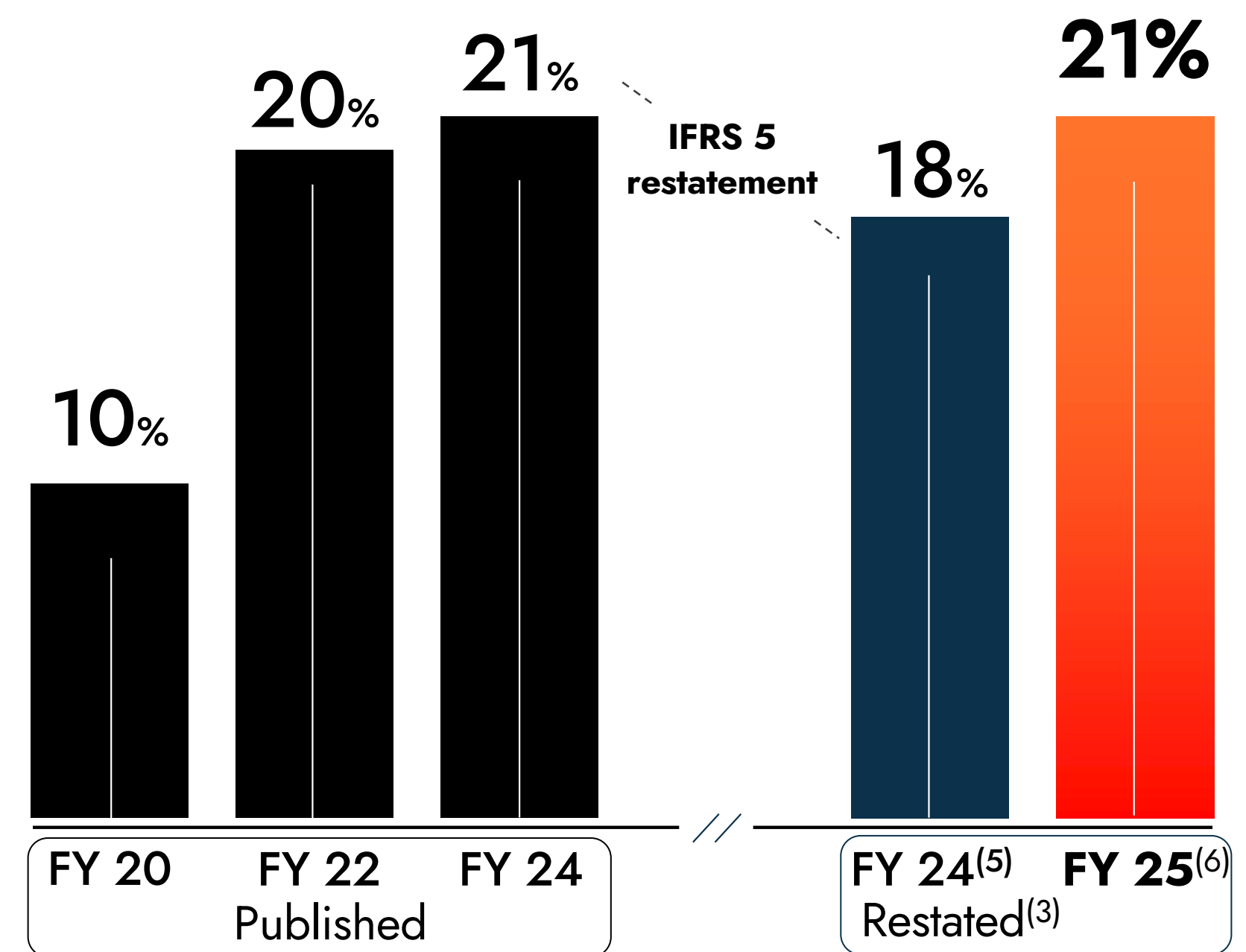


**ROCE (%)**

GROUP EXCLUDING OTHER ACTIVITIES



GROUP



(1) From 2020 to 2022: EBITDA is defined as operating margin before depreciation and amortization. Starting 2023, EBITDA is relabeled as Adjusted EBITDA to comply with ESMA/20151415, and defined as operating margin before (i) depreciation and amortization, (ii) share-based payment expenses, and (iii) some other specific operating items which are not representative of the business performance

(2) Including 7-month contribution of La Triveneta Cavi

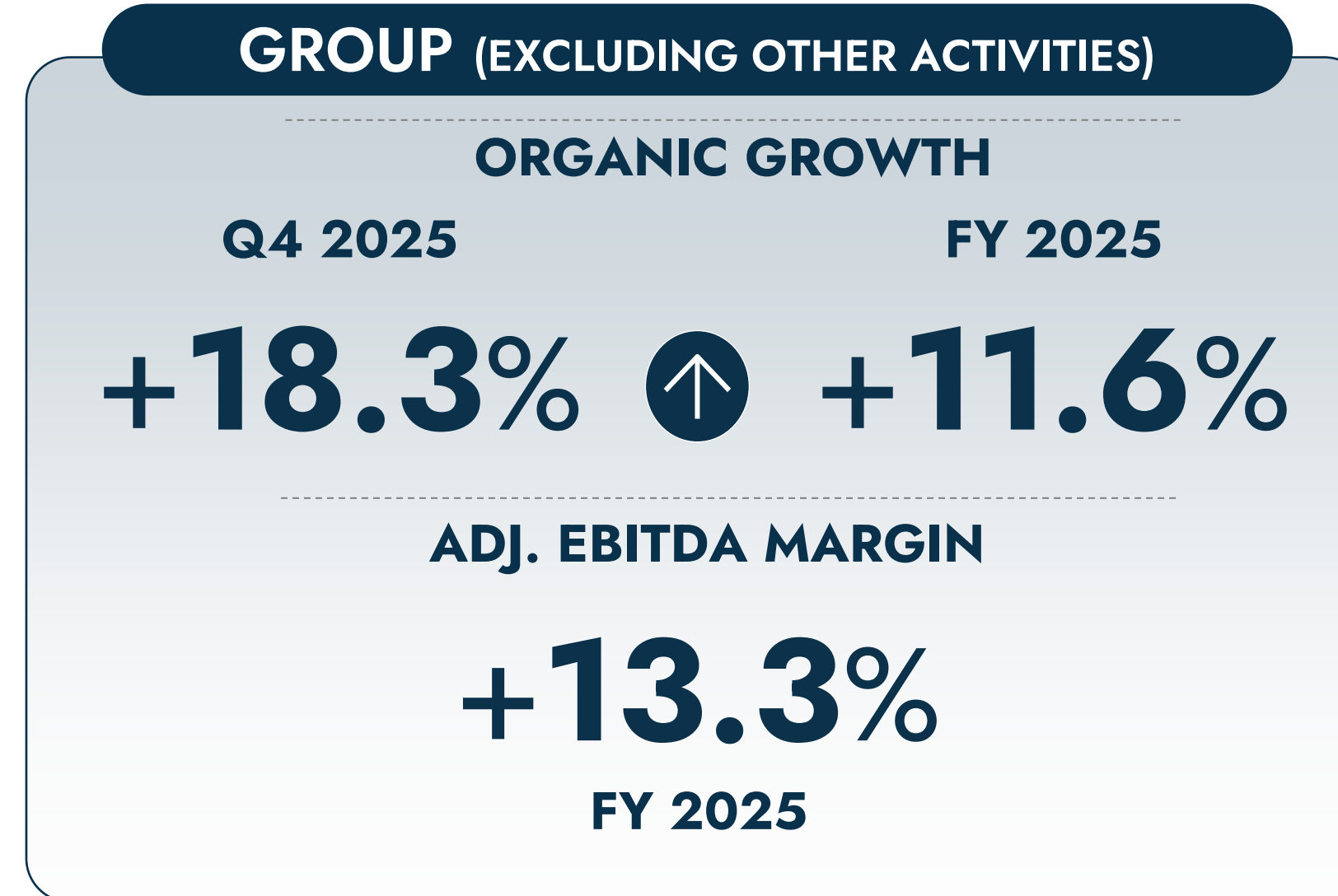
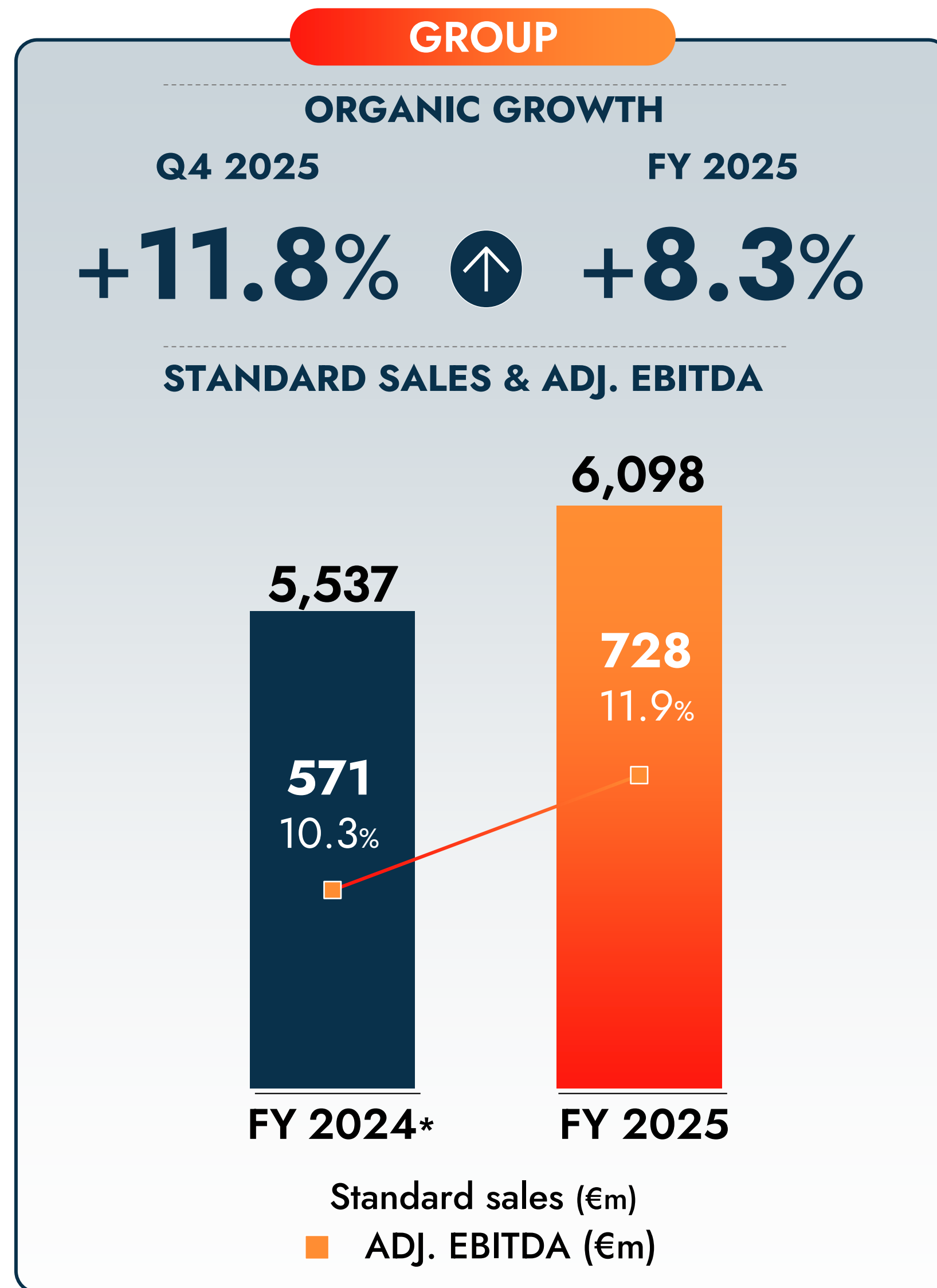
(3) Excluding Americable, Lynxco and Autoelectric, in accordance with IFRS 5

(4) Calculated as Free Cash Flow / Adjusted EBITDA

(5) Including 12-month proforma contribution of La Triveneta Cavi

(6) Including 12-month proforma contribution of Cables RCT, and excluding Electro Cables

# FY 2025, strong dynamics nurtured by underlying trends on Electrification – **Structural improvements of EBITDA thanks to selective approach and quality of execution**



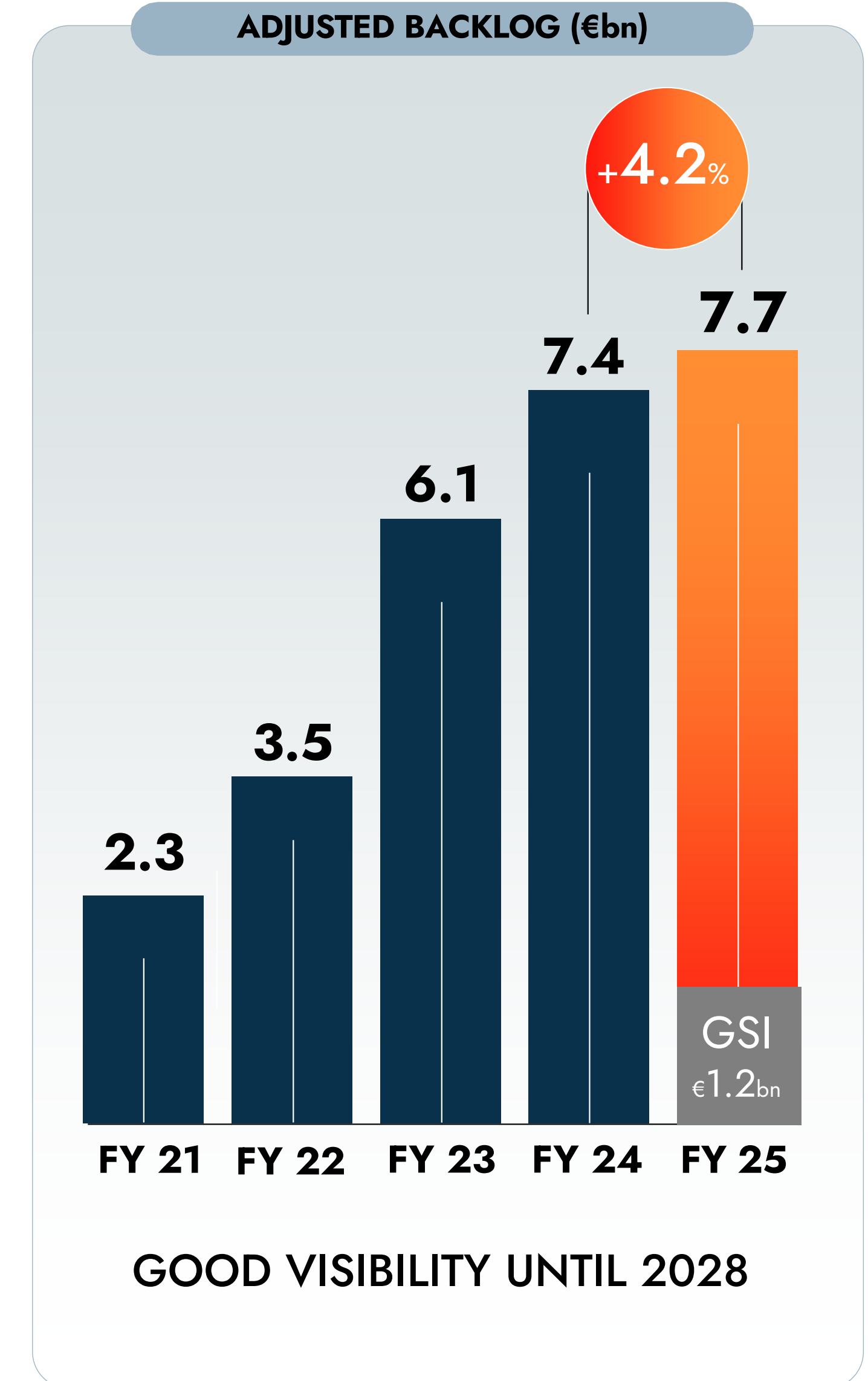
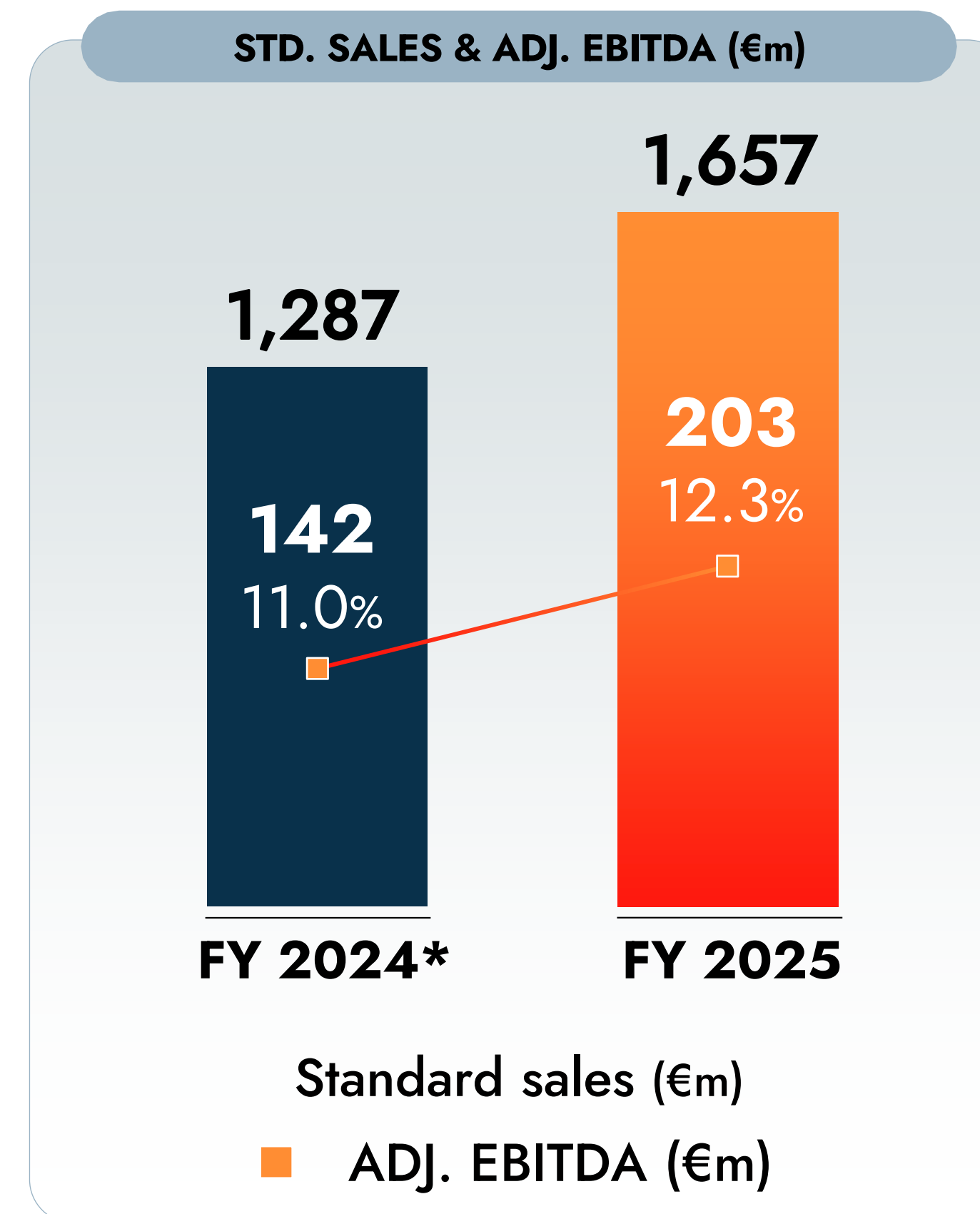
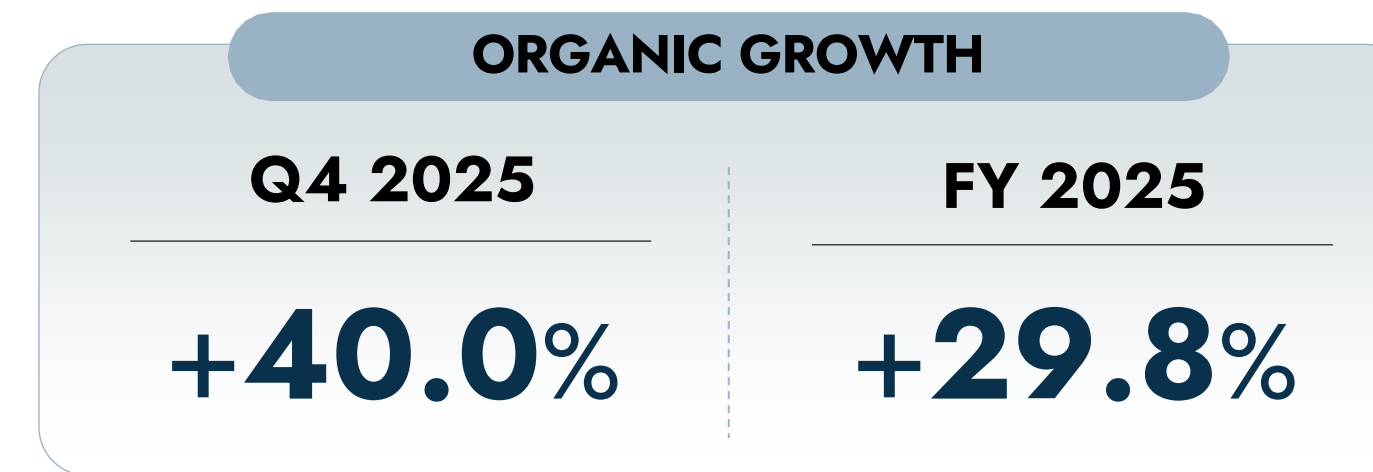
- **Strong organic growth:** exceptionally high in PWR-Transmission in the last two years, and in PWR-Connect in Q4 2025
- **Group adj. EBITDA margin at 11.9%** of standard sales, **+161 bps** in Adj. EBITDA margin driven by PWR-Transmission and PWR-Grid
- **Group excl. Other activities Adj. EBITDA margin at 13.3%** of standard sales

\* Restated 2024, according to IFRS 5

# PWR-Transmission

## Exceptional level of organic growth in 2025 and quality of execution on projects

- **Exceptionally high level of organic growth in 2025** thanks to full utilization of new capacity installed, and a high installation load, expected to return to a normalized level in 2026
- **Adj. EBITDA margin improvements driven by :**
  - Quality of execution on our projects
  - Increased efficiency after a full year of operations in the expanded portion of our plant in Halden, Norway.

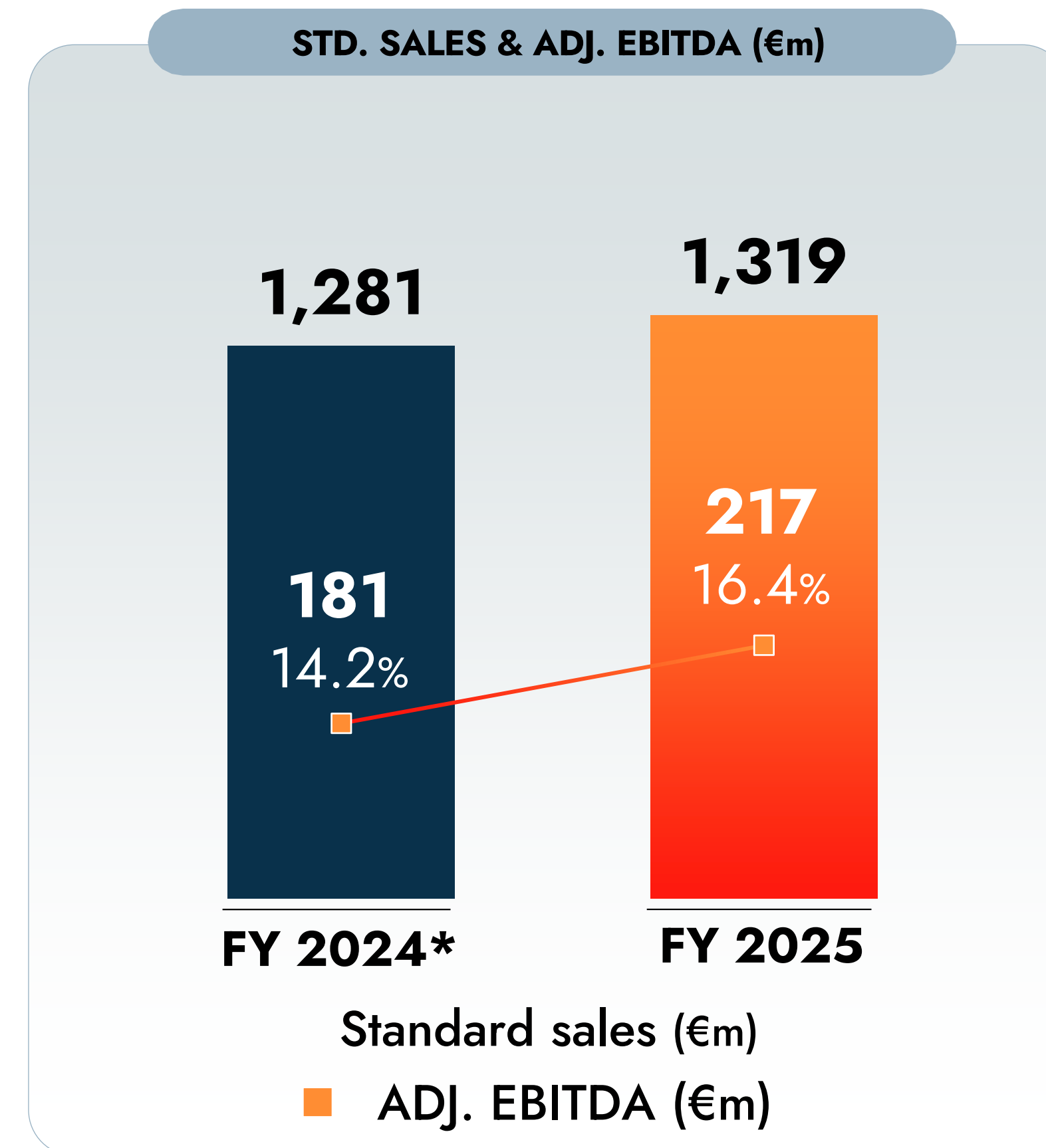
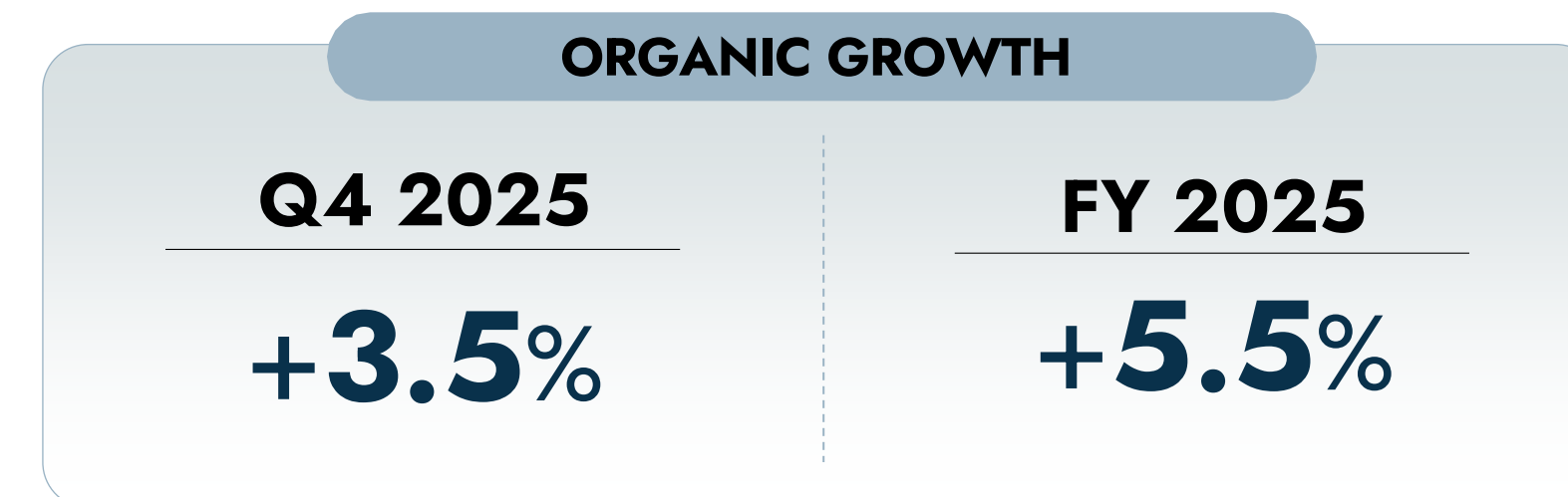


\* Restated and pro forma 2024

# PWR-Grid

## Strong value creation with high demand for advanced offers

- **Organic growth** seasonally softer in Q1 and Q4, project phasing, **Accessories** business remained very well-oriented
- **Strong visibility** thanks to multiple long-term frame agreement wins
- **Adjusted EBITDA** rose by +19.4%
- **The adjusted EBITDA margin** increased by +226 bps :
  - **Operational excellence, mutualization**
  - **Good performance of Accessories**
  - **Increased selectivity**
  - **Some one-off effects:** EU renewable projects



\* Restated and pro forma 2024

# PWR-Connect

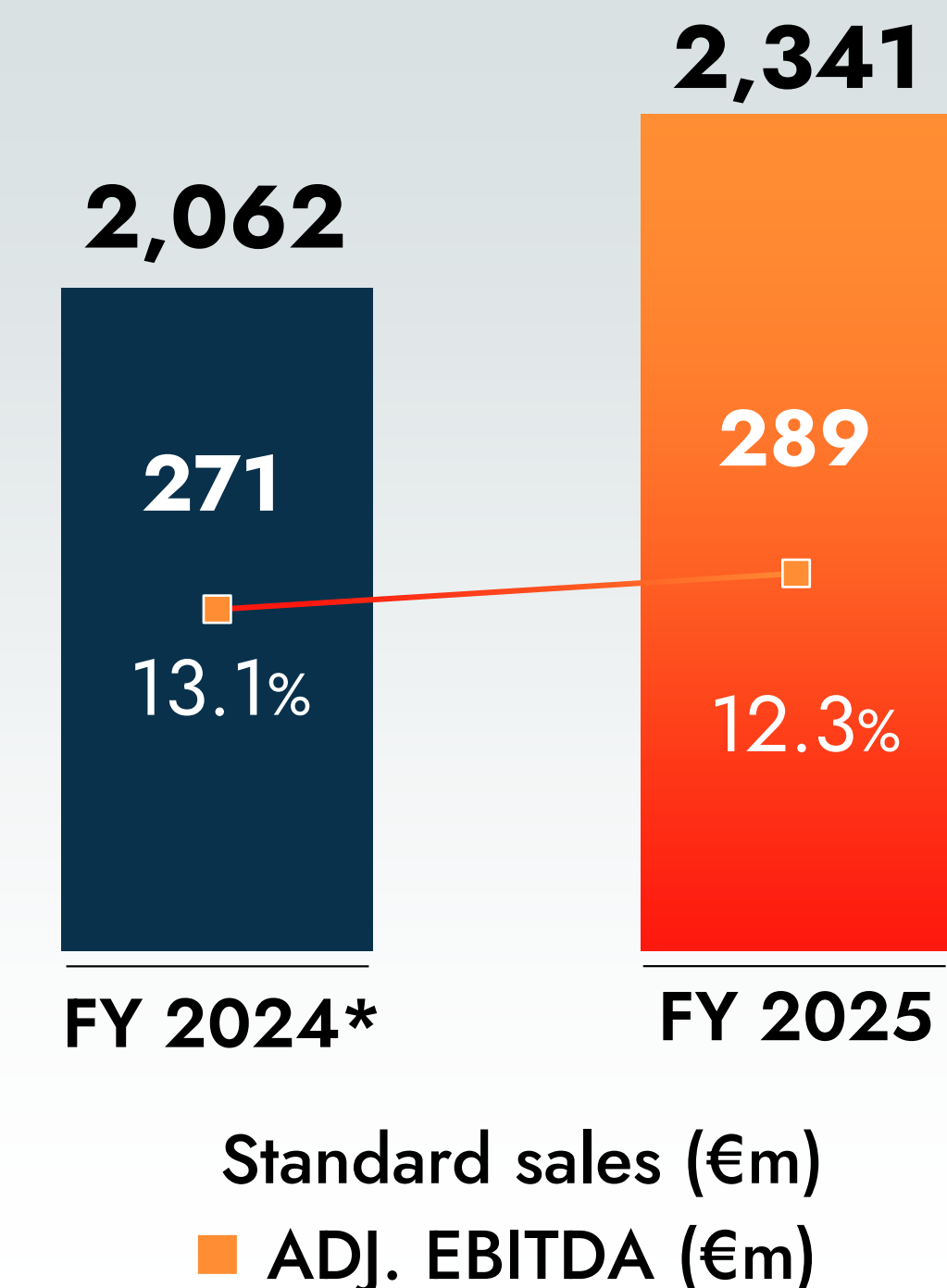
## High performance of our advanced offers within mixed regional dynamics

- **2025 organic growth** in line with our mid-term guidelines
- **Q4 2025 exceptional organic growth:**
  - customer driven anticipation of delivery of large projects linked to infrastructures
  - data centers
- **Strong Adj. EBITDA margin** performance on our advanced offers and platinum customers:
  - **conventional part** of business under pressure, especially in APAC
  - **scope of La Triveneta Cavi:** shift towards innovative solutions, SHIFT roll-out
  - strong focus on **operational and industrial excellence**

### ORGANIC GROWTH

Q4 2025	FY 2025
+10.9%	+3.6%

### STD. SALES & ADJ. EBITDA (€m)

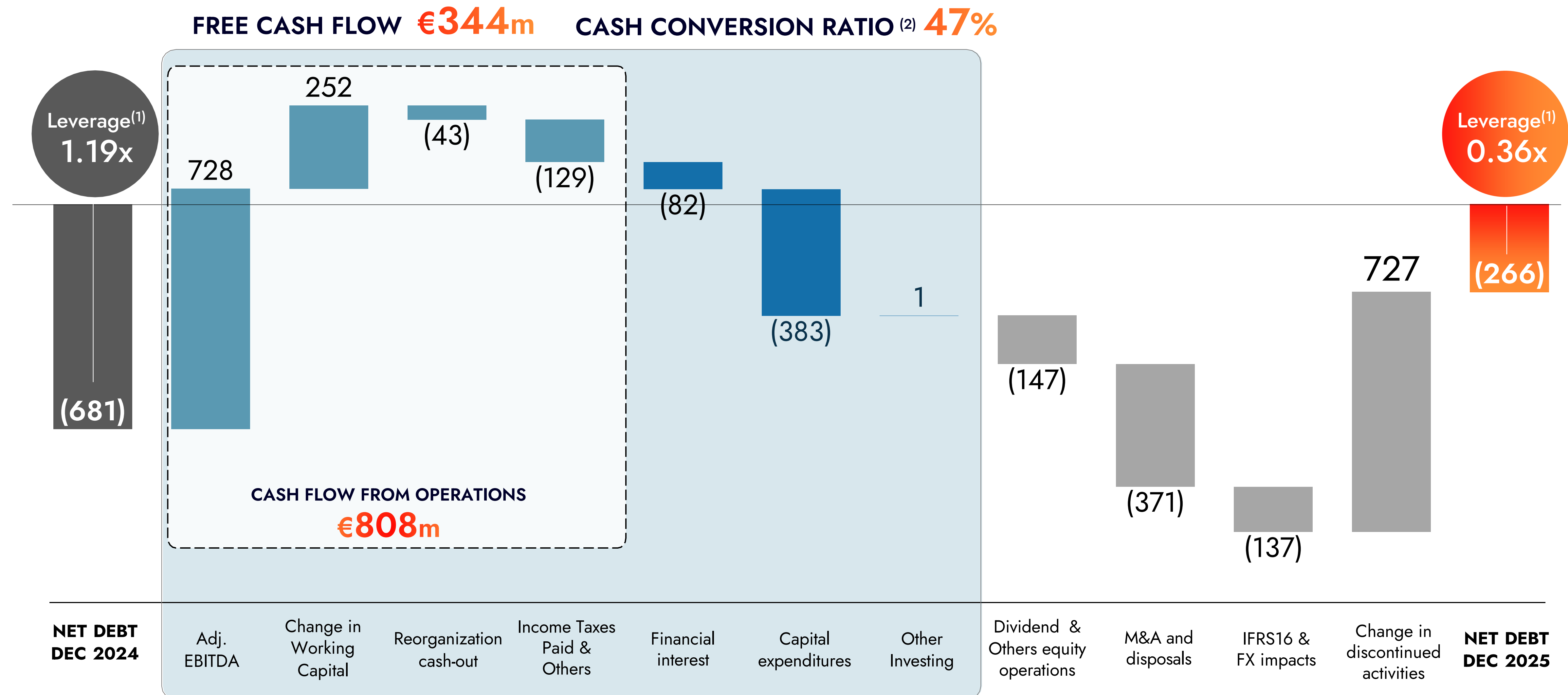


\* Restated and pro forma 2024

# FY 2025 net debt bridge

## Solid cash discipline across all business units & high downpayments in PWR-Transmission

NET DEBT EVOLUTION (€m)



(1) Ratio of closing net debt to adjusted EBITDA on trailing twelve-month basis  
 (2) Calculated as Free Cash Flow / adjusted EBITDA

# Sound balance sheet

## A well-diversified debt structure and no upcoming maturity before 2027

### Cash & Cash Equivalents

€1,634m

as of December 31, 2025

vs. €1,254m  
as of December 31, 2024

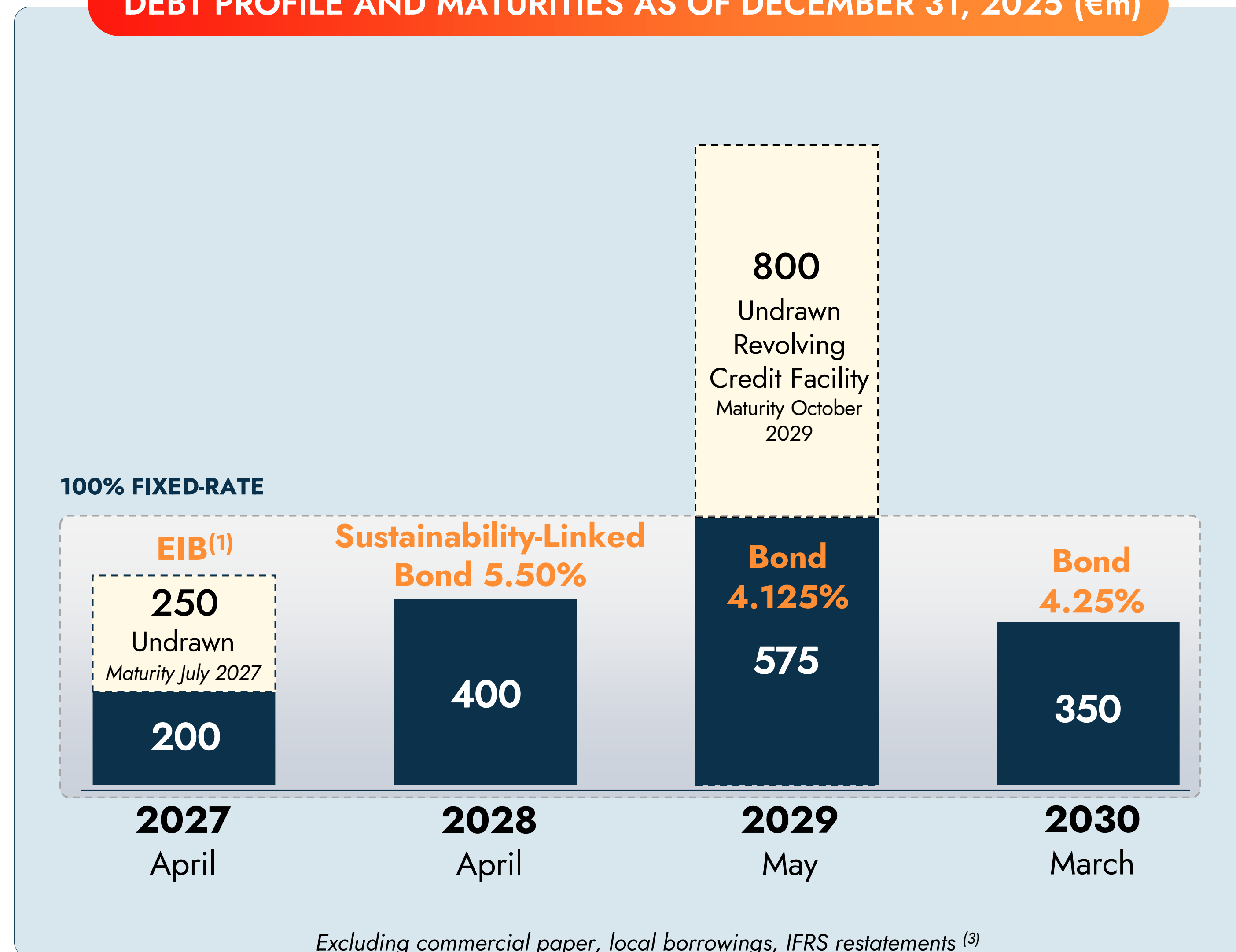
### Total liquidity

€2,684m

Incl. €800m RCF and €250m EIB  
both undrawn, as of December 31, 2025

vs. €2,054m  
as of December 31, 2024

### DEBT PROFILE AND MATURITIES AS OF DECEMBER 31, 2025 (€m)



### Low leverage ratio

0.36x  
FINANCIAL LEVERAGE <sup>(2)</sup>

### Credit Rating

BB+  
STABLE OUTLOOK  
March 2025, S&P

### Group average cost of debt

c. 4.2%  
FY 2025

(1) European Investment Bank: €200m financing at 1.93% and €250m undrawn loan (maturity July 2027)

(2) Ratio of closing net debt to adjusted EBITDA on trailing twelve-month basis

(3) Fixed-rate commercial paper for c.€96m; local borrowings, IFRS restatements on ordinary bonds & others for c. €68m; accrued interest and IFRS 16 for c. €208m

# Acquisition of Republic Wire in the United States

## A compelling transaction, highly synergistic profile

### THE TRANSACTION

#### TERMS OF ACQUISITION

**€680m<sup>(1)(2)</sup>**

**Enterprise Value<sup>(3)</sup>**  
for 100% of Republic Wire

**7.6x<sup>(4)</sup>**

**EV/2027E Adj. EBITDA<sup>(2)</sup>**  
after run-rate synergies

#### FINANCING

Combination of debt and cash

**1.2x**

pro forma  
FY 2025 **leverage ratio<sup>(5)</sup>**

FY 2028 leverage ratio<sup>(5)</sup>  
expected to be comfortably

**<1.0x**

#### VALUE CREATION

**c. €23m<sup>(1)</sup>**

**run-rate synergies within 3 years**  
(o/w c. 50% by Year 1)

- Cross-selling opportunities
- Technology synergies
- Industrial Synergies

**EPS Accretive**

immediately before synergies<sup>(6)</sup>

The transaction of **Republic Wire** is expected to close early **Q3 2026**

(1) Calculated based on USD/EUR of 0.86

(2) In accordance with US GAAP

(3) Excluding €43m earn-out payable in 2028 depending on performance through year end 2027

(4) At the terms of the transaction, the implied enterprise value represents multiples of 10.3x 2027E Adjusted EBITDA (in accordance with US GAAP) before synergies and 7.6x after run-rate synergies. There is also the potential for the transaction structure to provide tax benefits to Nexans over time

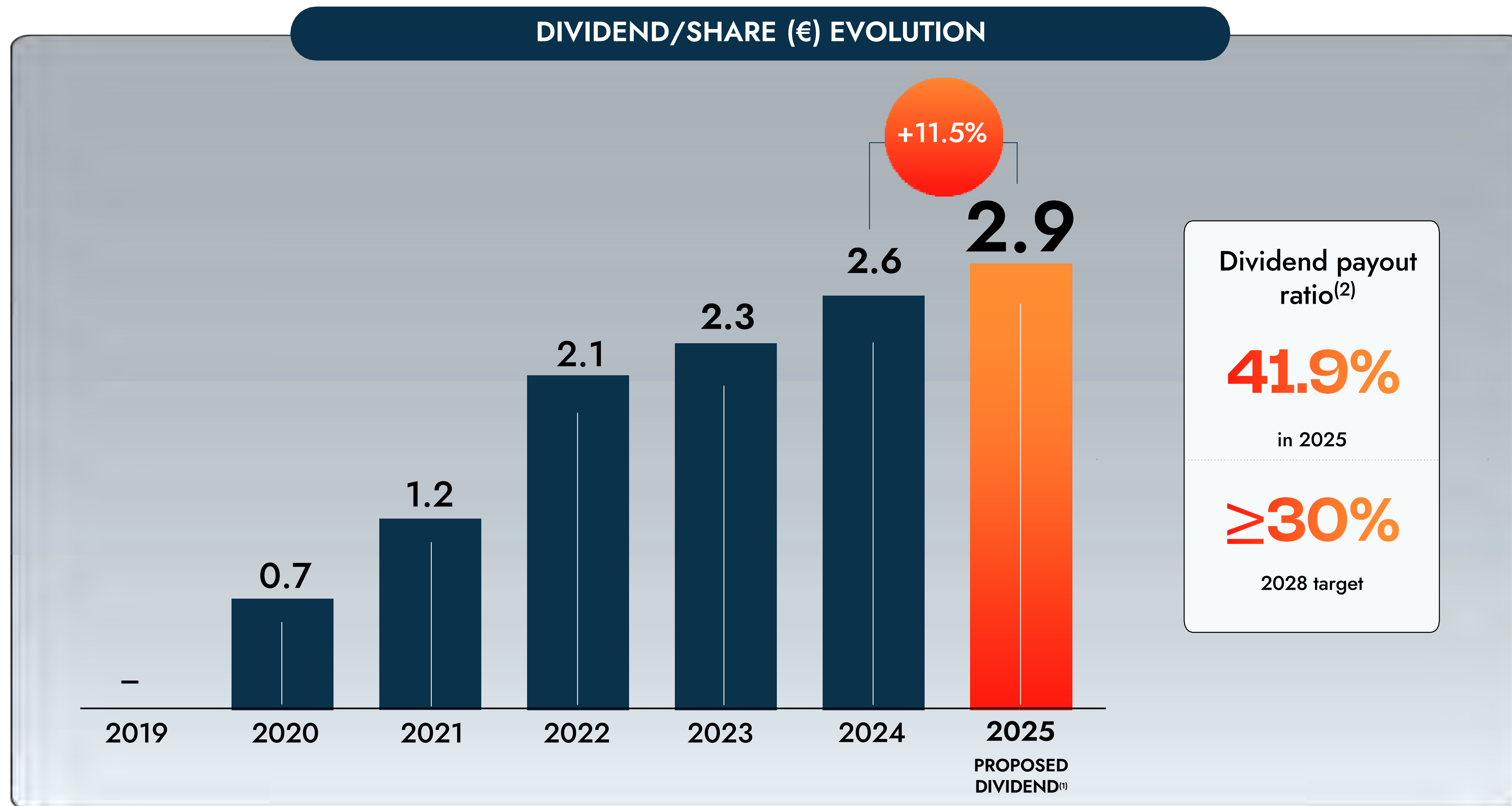
(5) Ratio of Net Debt to Adjusted EBITDA

(6) Before amortization of intangibles and implementation costs

(7) Subject to regulatory clearness

# Attractive shareholder return

## 59% TSR over the past 3 years



**TOTAL SHAREHOLDER RETURN AT DECEMBER 31, 2025<sup>(3)</sup>**

**+59%**

3-year TSR

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**+215%**

6-year TSR

(1) Subject to Nexans Annual Shareholders meeting vote  
 (2) Payout ratio is calculated based on recurring net income  
 (3) Source: Bloomberg

## 2026 Guidance

### ADJUSTED EBITDA

€730m – €810m

### FREE CASH FLOW

€210m – €310m

*With H1 2026 expected to be softer compared to H2 2026  
This guidance does not assume execution of the Great Sea Interconnector project in 2026  
and excludes the contribution of not completed acquisitions*

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May 21, 2026





04

**Elena Fedotova**  
Chief Business Development Officer Data centers &  
Grid & Connect large projects

# **DATA CENTERS, ONE OF OUR GROWTH DRIVERS**



**Every search, every photo, every AI request passes through buildings like these.**

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**THE FASTEST-GROWING SOURCE OF ELECTRICITY DEMAND IN THE WORLD**

By 2030

**+165%**

growth in Data Center electricity demand by 2030

**> \$3 trillion**

in cumulative Data Center investment by 2030

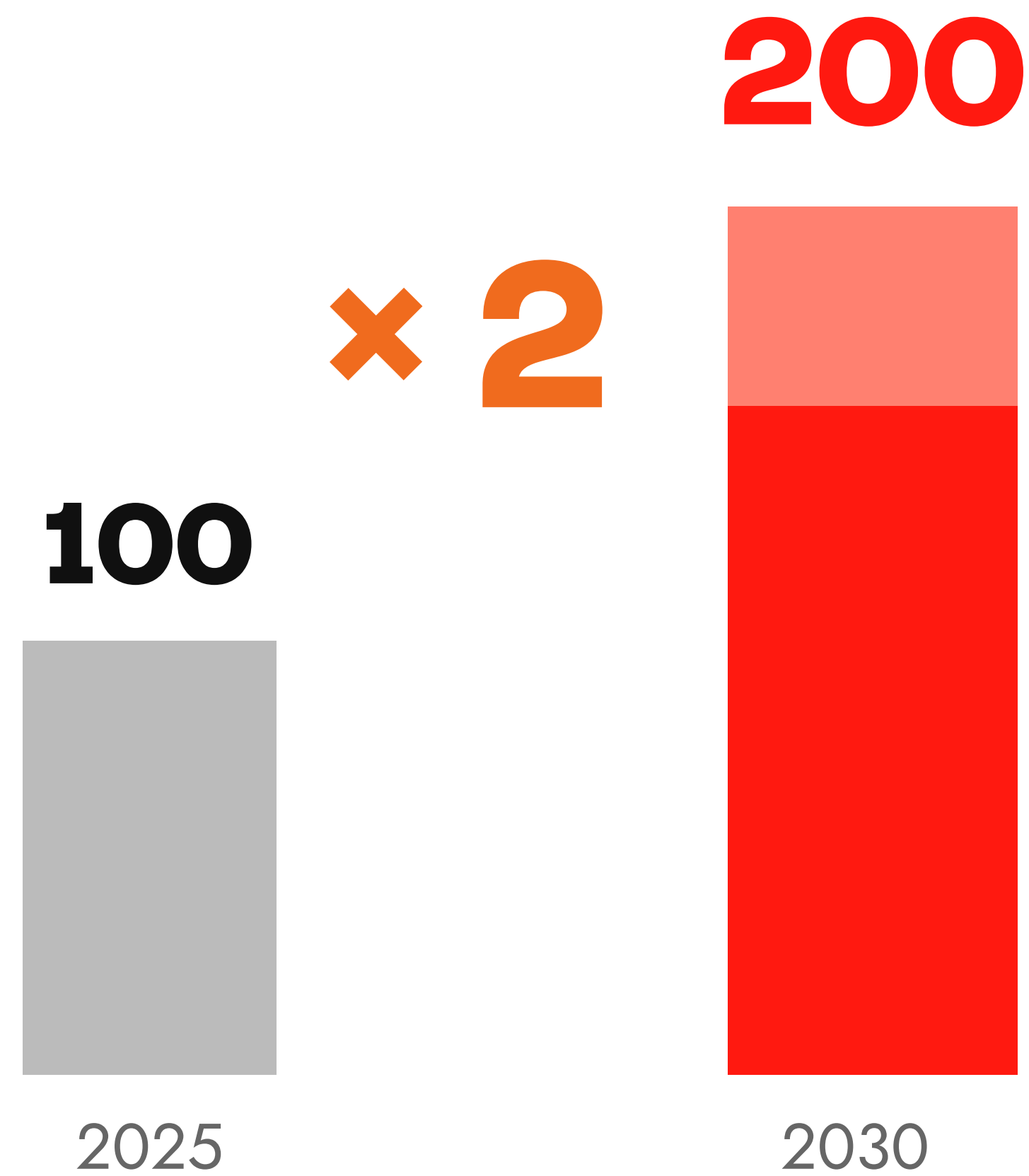
Sources: Goldman Sachs Research (demand, vs. 2023); JLL Global DC Outlook 2026 (cumulative capex); Dell'Oro Group (annual capex 2030)

# A strategic market set to double by 2030, driven by two global structural drivers

## 1 - AI DRIVES DEMAND

### Global Data Center Capacity (GW)

Cloud (base) + AI (acceleration)



## 2 - DIGITAL SOVEREIGNTY — A GLOBAL TREND

**+ 30 countries** have announced sovereign investment plans

<p><b>NORTH AMERICA</b></p> <p>~<b>50% of the global market</b></p> <p><b>49 → 109 GW</b></p>	<p><b>EUROPE (EMEA)</b></p> <p>~<b>17% of the global market</b></p> <p><b>21 → 34 GW</b></p>
<p><b>ASIA (APAC)</b></p> <p>~<b>28% of the global market</b></p> <p><b>32 → 57 GW</b></p>	<p><b>MIDDLE EAST</b></p> <p><b>Emerging market</b></p> <p><b>&gt; \$100 billion committed</b></p>

# A new generation of data centers requires a new generation of electrical infrastructure

## THE CHALLENGES

<b>× 10+</b>	More power per server rack
<b>1 GW+</b>	Campuses 5x larger than five years ago
<b>800 VDC</b>	Direct current – fundamental redesign
<b>- 50%</b>	Faster deployment, driven by modular
<b>÷ 2</b>	50% of carbon emissions are embedded in infrastructure itself

## THE NEXANS SOLUTION

Superconducting cables
Integrated high, medium, and low-voltage coverage
Direct Current cables
Factory pre-assembled accessories
Low-carbon cables, circular metallurgy

# Nexans: the pure-player present at every level of the electrical architecture

## ELECTRICAL ARCHITECTURE — EVERY LEVEL REQUIRES CABLES + ACCESSORIES

<p><b>High-voltage grid connection</b> <i>HV cables · Joints · Terminations · Superconductors</i></p>	<p>≥ 63 kV</p>	<p>PWR-Transmission</p>
<p><b>Medium-Voltage Distribution</b> <i>MV cables · Accessories · Joints · Superconductors</i></p>	<p>20 kV</p>	<p>PWR-Grid</p>
<p><b>Low-Voltage Distribution</b> <i>LV cables · Connectors · Superconductors</i></p>	<p>400 V</p>	<p>PWR-Connect</p>
<p><b>Rack &amp; Server</b> <i>Cables · Accessories</i></p>	<p>800 VDC</p>	<p>Data Center Solutions</p>

## WHAT SETS US APART

- Pure Player in Electrification**  
Operating at all voltage levels
- Technology Advisor**  
Engineering, supervision, training
- Disruptive solutions**  
Superconductors, direct current, low-carbon

**At this scale, choosing a cables and accessories supplier is not a price decision — it is a partnership decision**

# A dynamic already underway and endorsed by our customers

NORTH AMERICA • INTEGRATED GLOBAL COVERAGE

## Major project won with a hyperscale

EUROPE • SPEED + LOCAL EXPERTISE

## Upstream tech advisor for a large data center

GERMANY • TECHNOLOGICAL LEADERSHIP

## Stella Nova — World first supra in data hall

*Selection of recent references. Client names anonymized in accordance with contractual obligations.*



### STELLA NOVA

*Our Center of Excellence, inaugurated in Hanover in June 2025—the world’s first demonstration of superconducting cables for data centers*

# The Data Center: a structural growth driver, A natural extension of our strategy

# 1

**A market that doubles, a disruption that plays to our advantage**

# 2

**A major growth driver, already underway**

# 3

**A strategic positioning for Nexans**

# Annual Shareholders' **Meeting**

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May 21, 2026





**Guillaume Eymery**  
Chief Strategy & Purchasing Officer

# **ARTIFICIAL INTELLIGENCE, COMMITTED TO PERFORMANCE**

**05**

# A sustainable value creation engine for Nexans



## Performance

**More efficiency & predictability.**

- Better industrial and commercial performances
- Sharper forecasting: prices, volumes, margins
- Better collaboration between functions



## Resilience

**Absorb shocks. Master volatility.**

- Raw material management
- Quality
- Adaptive planning



## Differentiation

**A lasting competitive edge.**

- Our data, our models
- Our proprietary expertise, captured and scaled
- Attract data & AI talent

# The three layers of AI

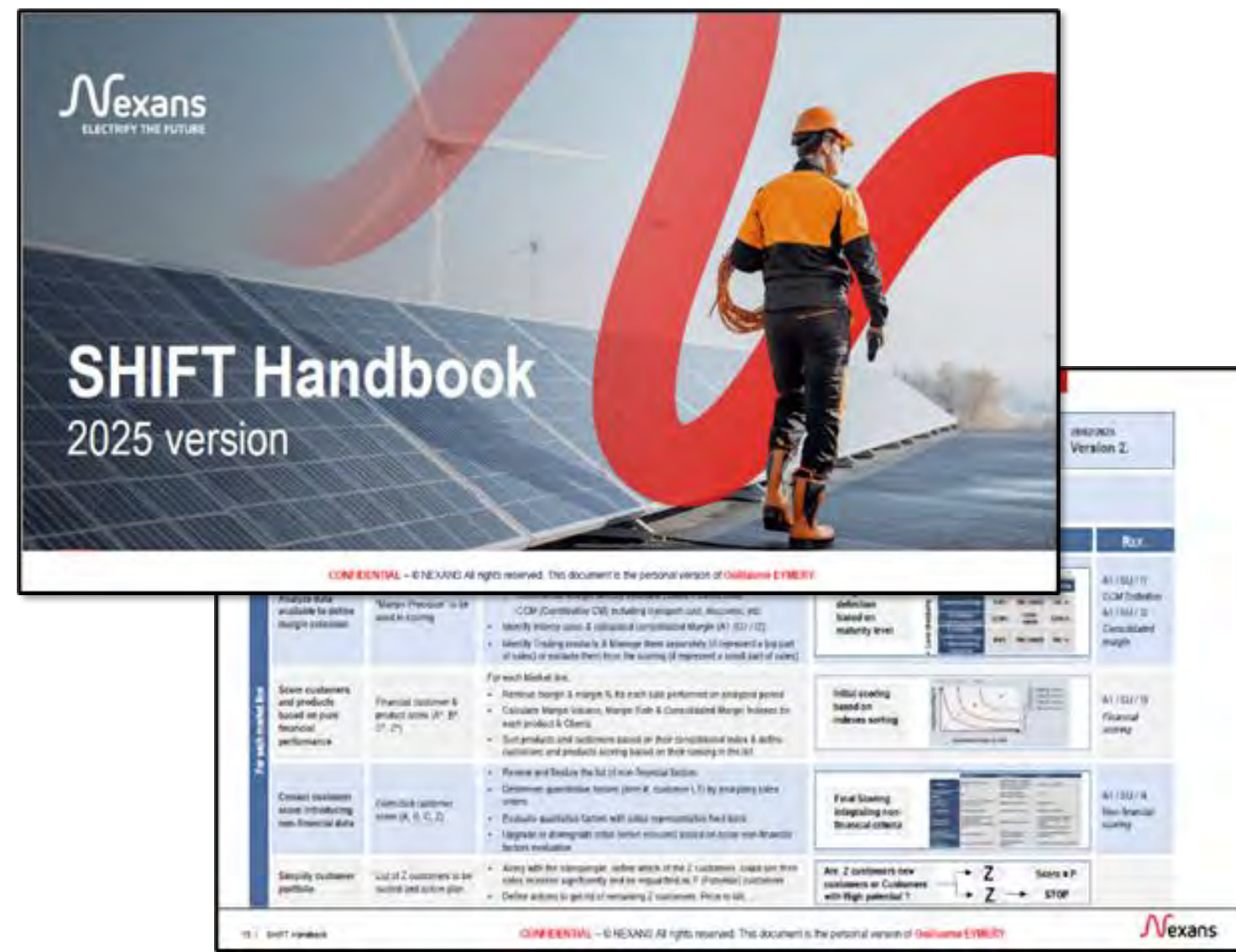


# What is SHIFT?



**A proprietary program.  
30 levers to rethink our industry through a holistic approach:**

- All data, all functions, one global optimization model
- Executive Committee engaged weekly
- Internal and external expertise deployed in the field
- Financial impact and KPIs



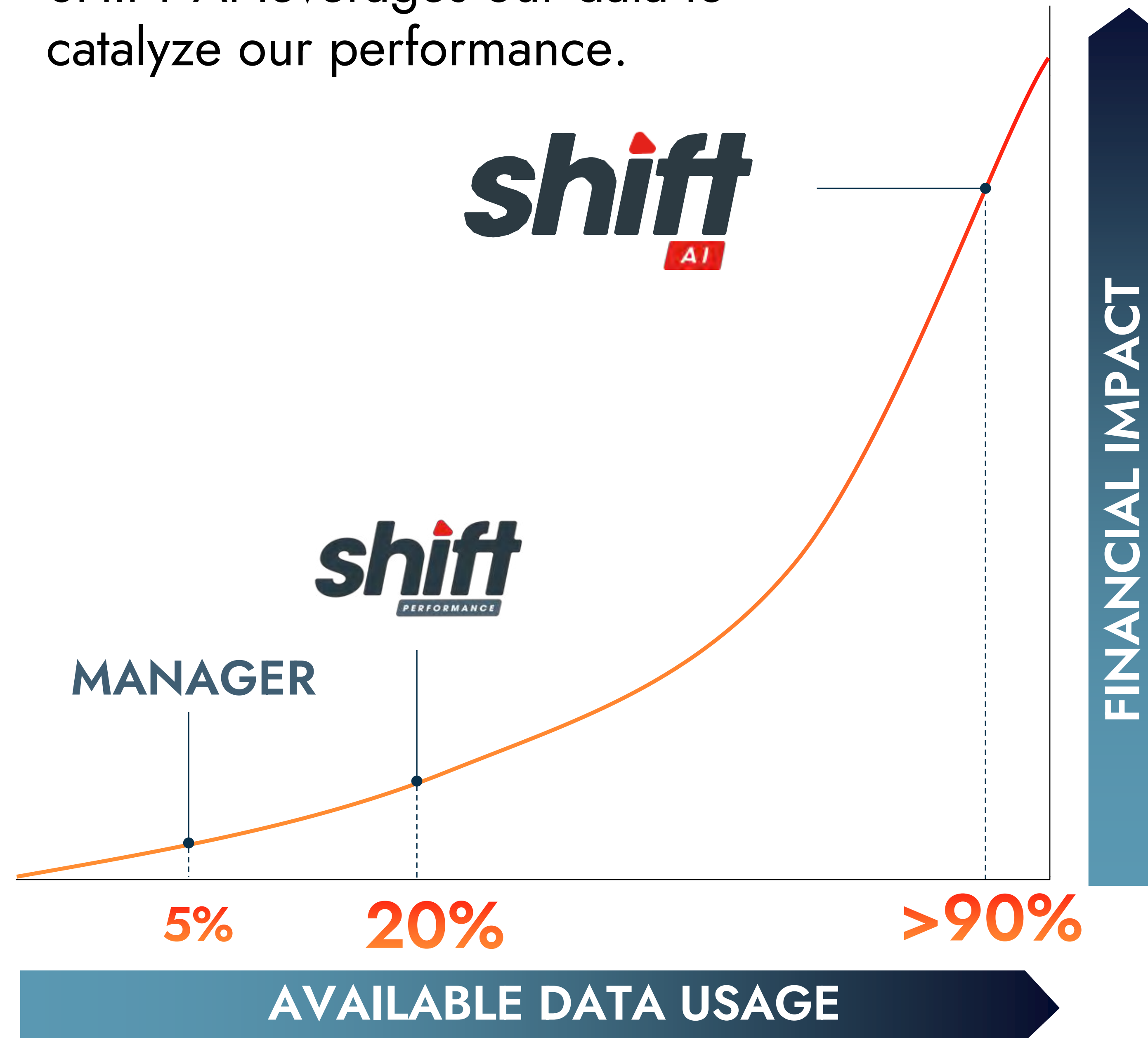
◀ **A detailed approach,  
updated in 2025.**

**~€300m**  
**Adjusted EBITDA**  
Growth driven by the  
rollout of the SHIFT  
program since 2018

# Introducing SHIFT AI

## Data is the new gold...

SHIFT AI leverages our data to catalyze our performance.



# Introducing SHIFT AI

...SHIFT AI can turn it into cash

**SHIFT AI is built around three priorities:**

1. Anchor and accelerate SHIFT levers
2. Take SHIFT to the next level
3. Go beyond SHIFT through AI

**COMPLEXITY REDUCTION**

**PRODUCT COSTING**

**DYNAMIC PRICING**

**ADVANCED SEGMENTATION**

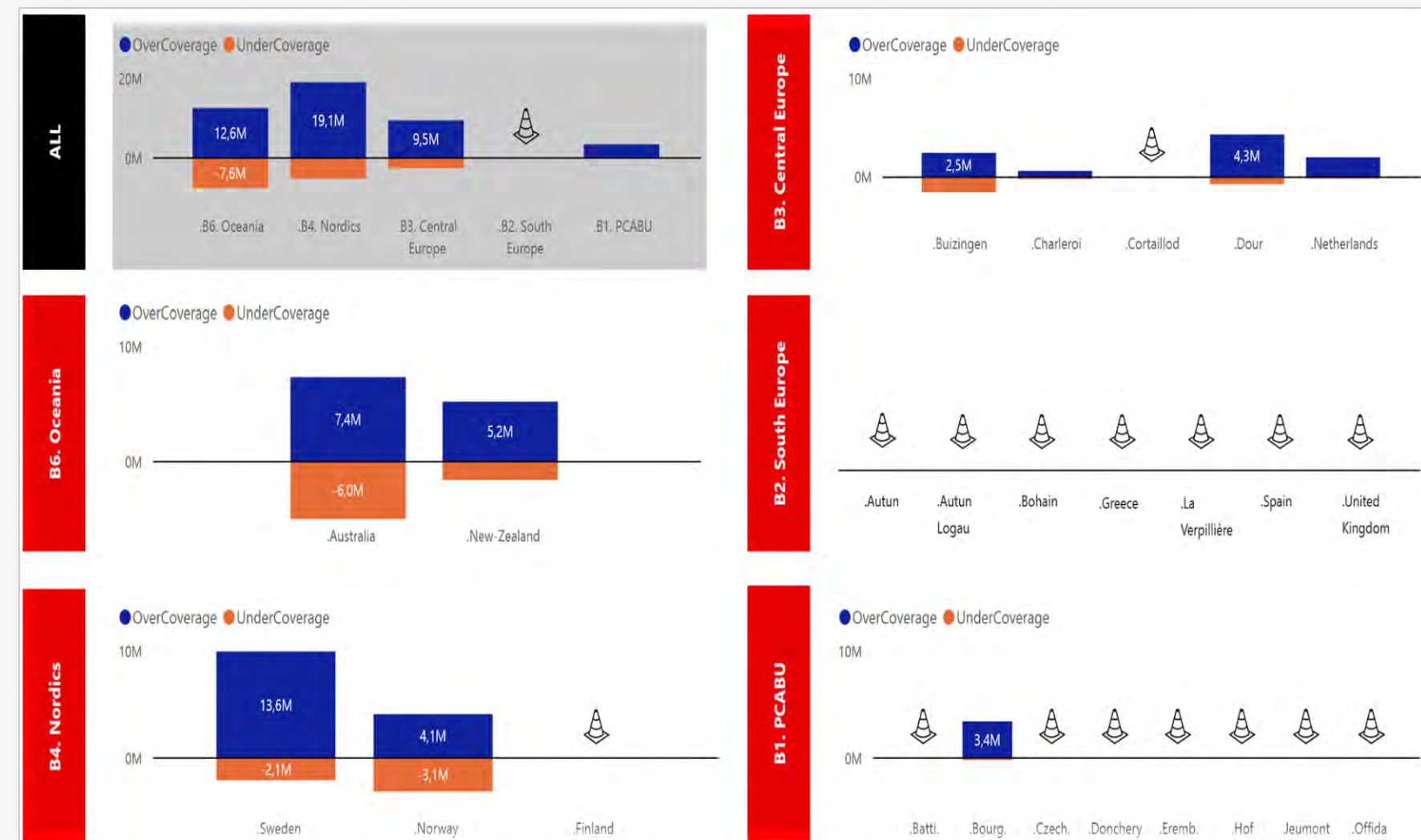
**NEW LEVERS**

# Stock Modeling Tool

## Better service, less cash tied up

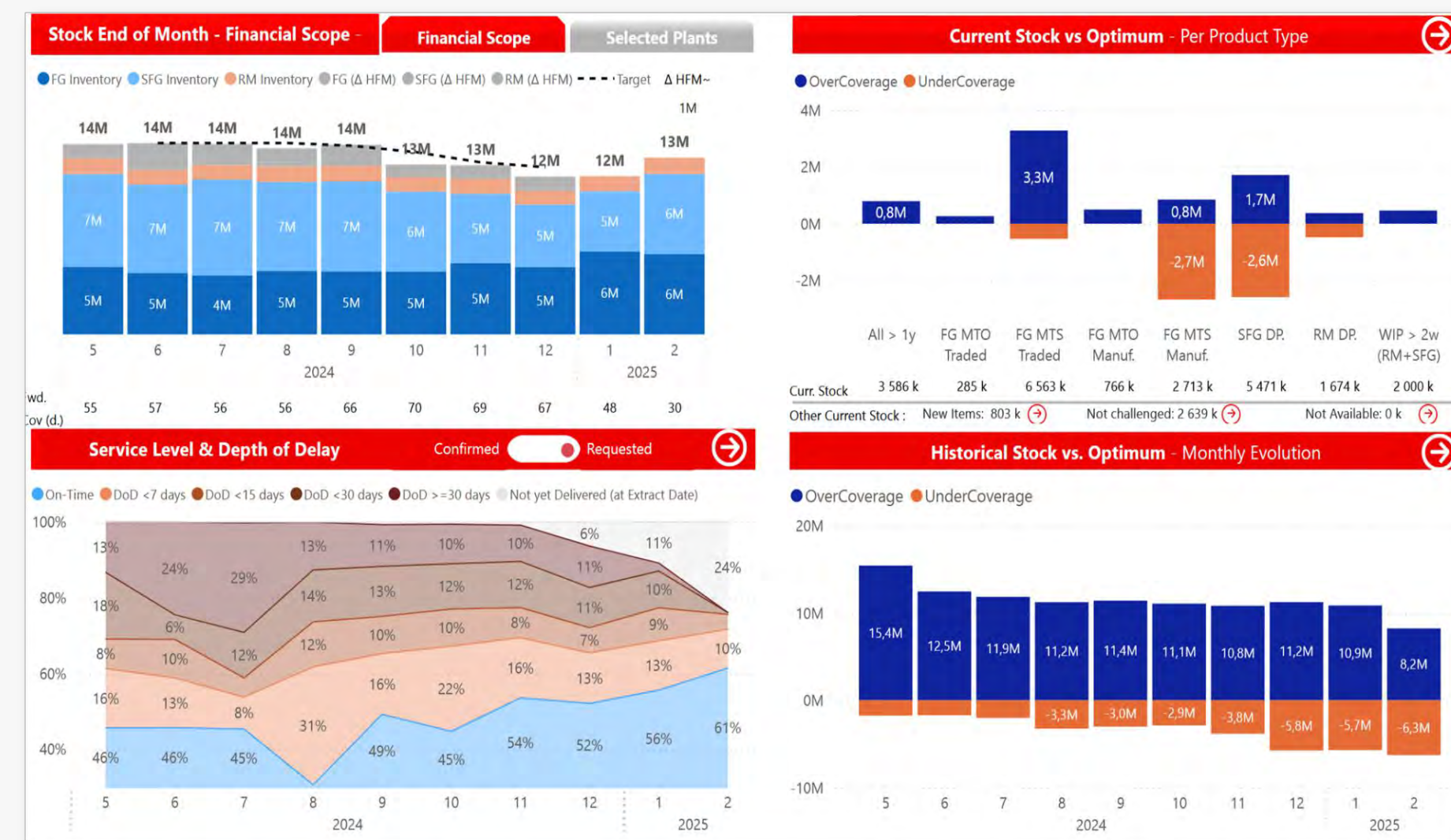
### Region view

See the full picture.  
Anticipate cash flow  
before it hits.



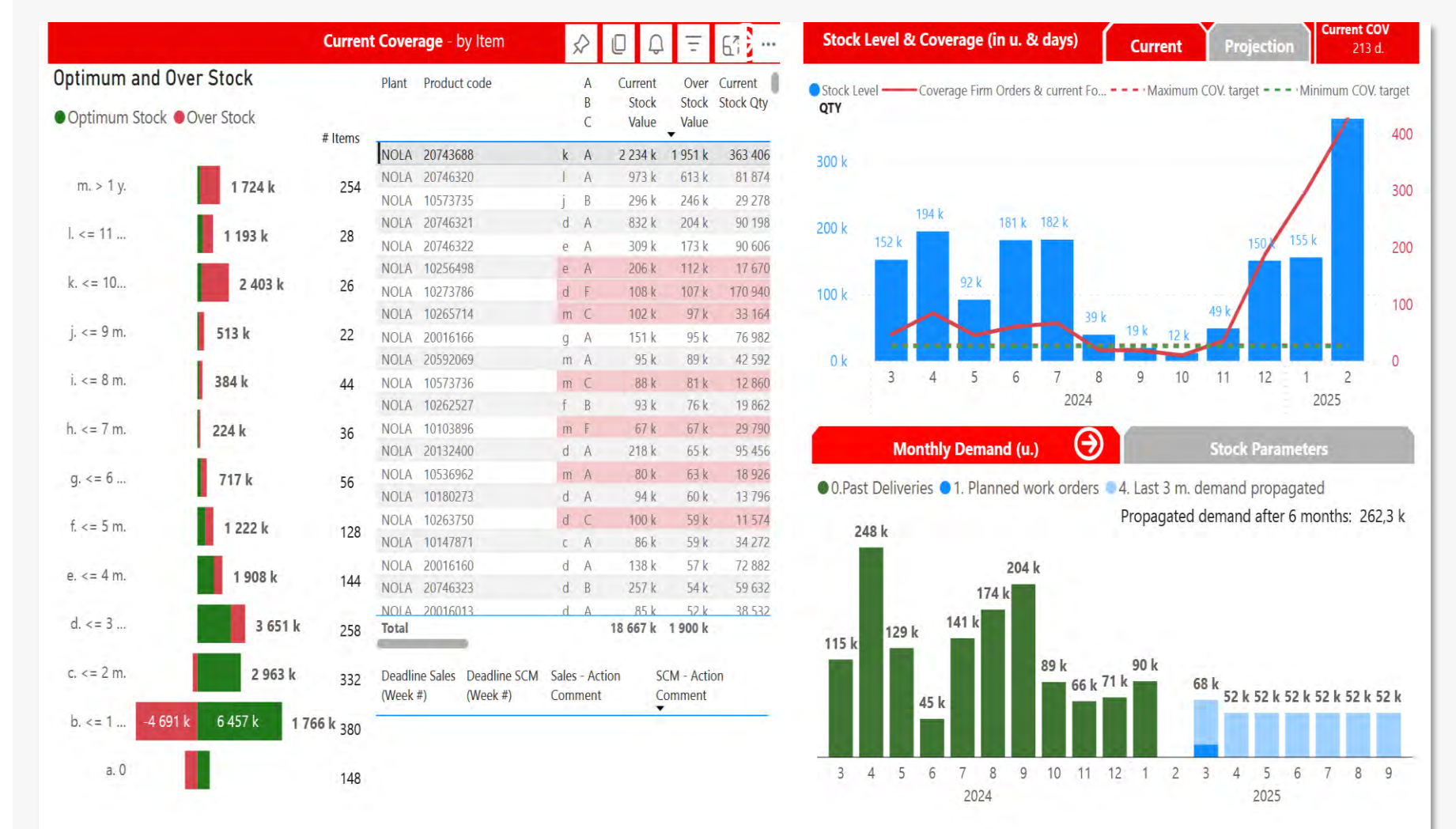
### Country view

Serve customers better,  
without overstocking



### Site view

The right stock, on the  
right product,  
automatically.



# A responsible, governed and controlled transformation



## Regulatory compliance

### A clear framework

- Compliance with the AI Act and GDPR
- Cyber Security
- Group AI Governance Committee



## Ethics & human dimension

### AI augments our teams, it does not replace them

- Humans remain decision-makers on sensitive matters
- Transparency on model limitations
- Social dialogue on evolving roles



## Training & upskilling

### Building capabilities across the Group

- AI awareness for Nexans' employees
- Role-specific training programs
- Fast-growing data & AI community

# Annual Shareholders' **Meeting**

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May 21, 2026



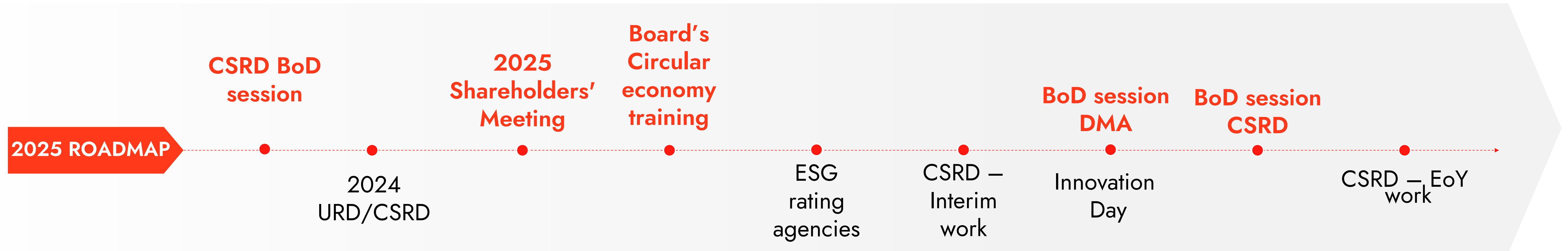


**Marc GRYNBERG**  
Climate Director

# Climate roadmap update and initiatives to date

# Climate Roadmap

## Commitments and workstreams - 2025 achievements

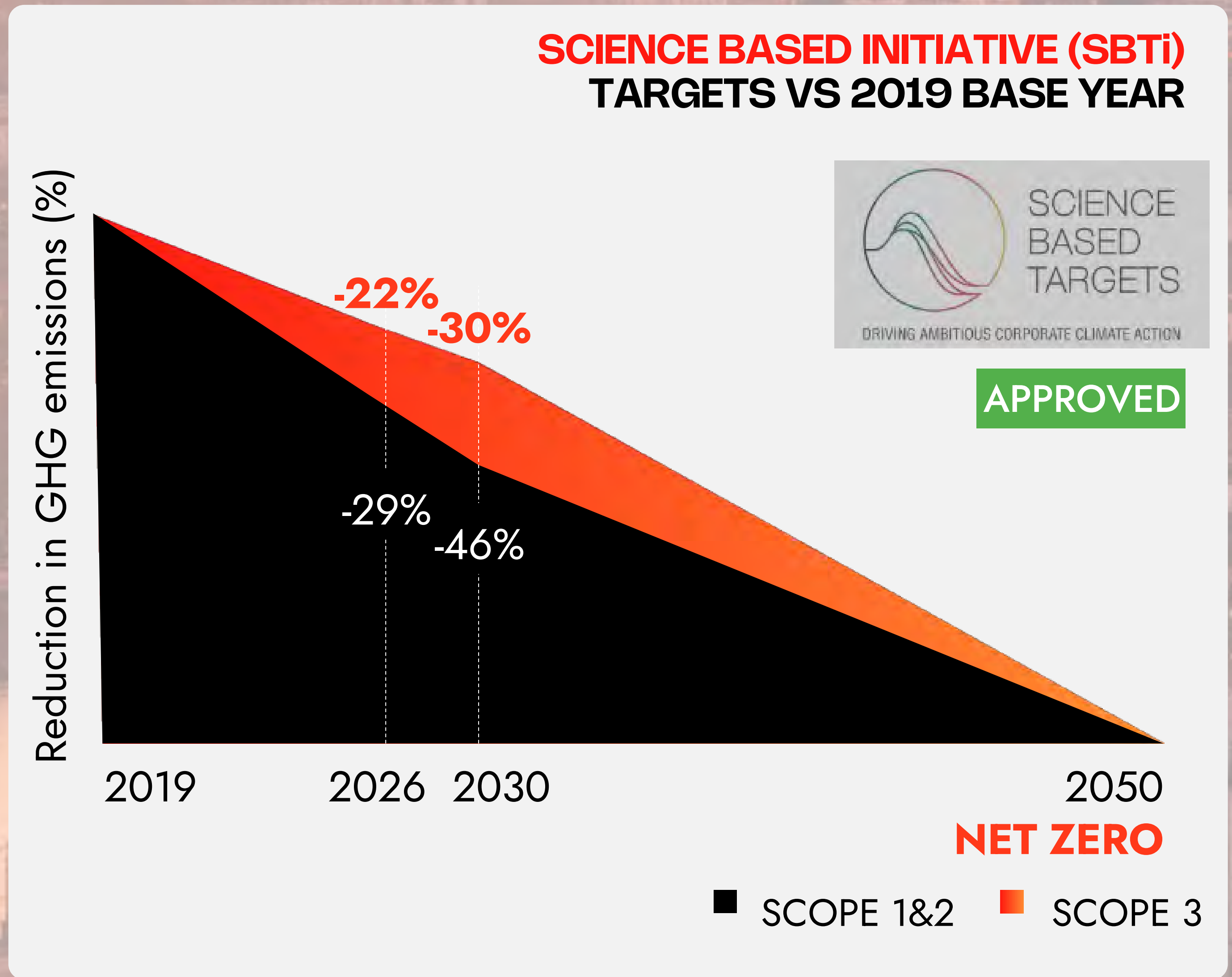


- 8 meetings with Nexans management + Governance roadshow attendance
- Monitor **decarbonization roadmap** and oversee **targets update**
- Review **Hard to Decarbonize action plans** (focus on metallurgy and PWR-T)
- **Strengthen Board of Directors** Sustainability knowledges (Circular Economy training and CSR)
- Ensure follow up on **regulatory implementation (CSRD)** after 1<sup>st</sup> year clean report
- Oversee implementation and financing of **Circular economy** strategy (NCCCR follow up)
- Ensure continuous **impact assessment process** for growth initiatives (all M&A)



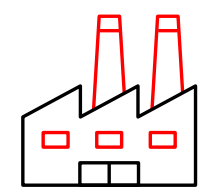
# Nexans' carbon emissions reduction commitments by 2050

## Targets approved by the SBTi



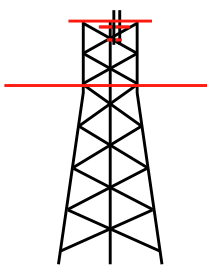
# GHG emissions reduction ahead of SBTi targets

## GHG EMISSIONS REDUCTION DRIVERS



**PLANT**  
SCOPE 1, 2, 3

- Energy efficiency optimization across the US, Canada, France...
- Acceleration of low carbon transport adoption in Europe – FRET21



**ENERGY**  
SCOPE 1 & 2

- Transition from fossil fuels to electricity in Norway
- Deployment of solar energy in Ghana



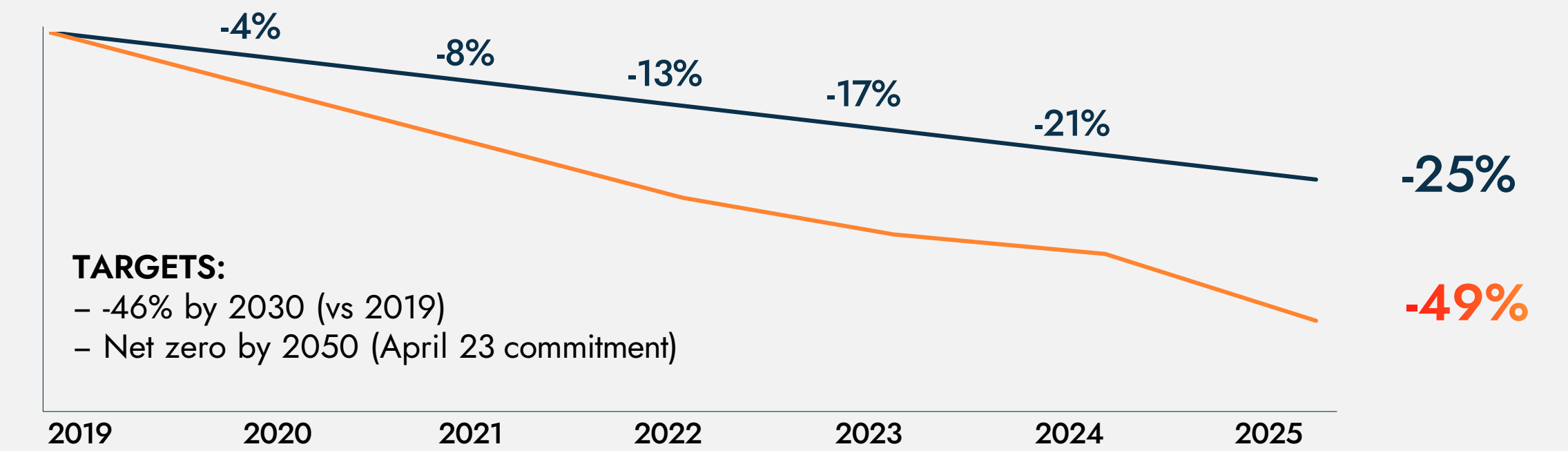
**PRODUCTS**  
SCOPE 3

- Low-carbon product innovation
- Integration of recycled materials
- Energy-efficient cable solutions

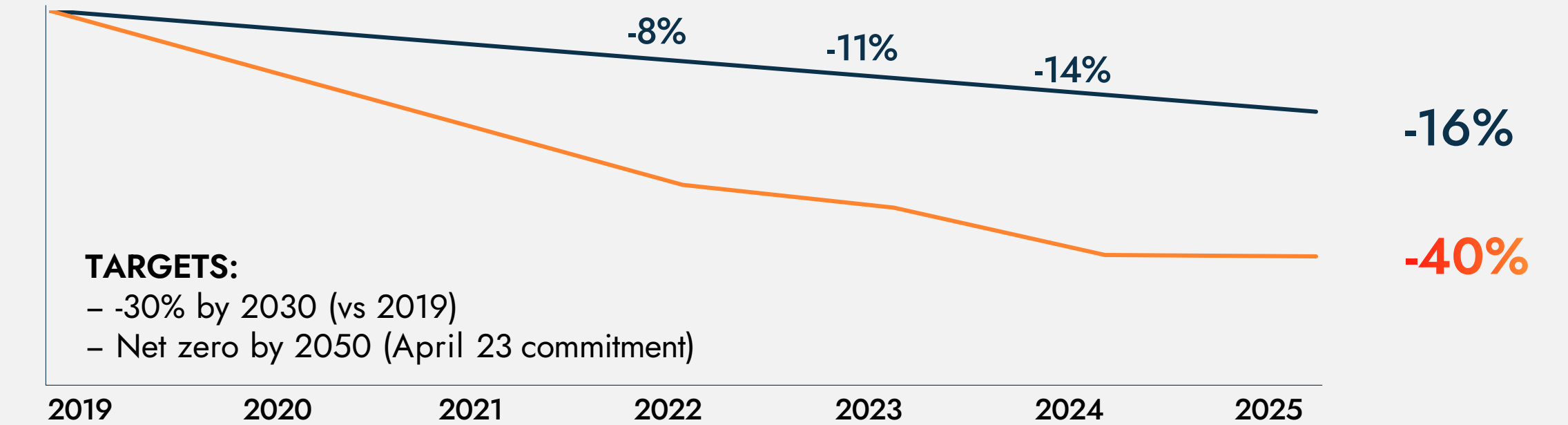
## OUTPERFORMING TARGETS

Good performance and progress to date occurs in stages and cannot be extrapolated linearly to the year 2030

### SCOPE 1 & 2:



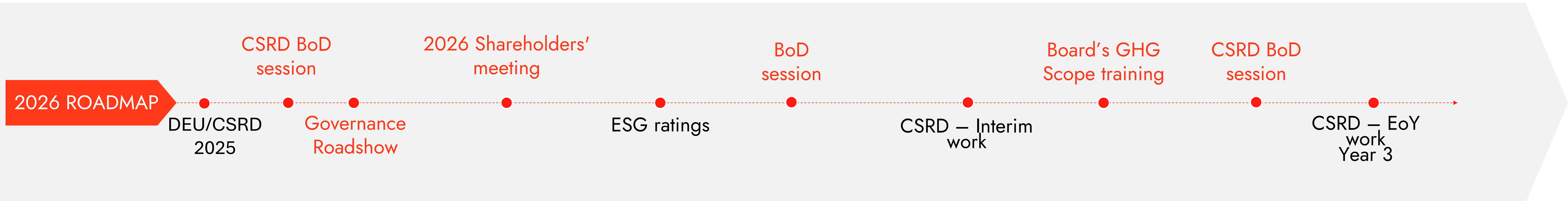
### SCOPE 3:



Carbon emissions reduction (%)      ■ TARGET      ■ ACTUAL

# Climate Roadmap

## 2026 commitments and workstreams



- **Monitoring decarbonization roadmap execution** across Electrification, with focus on highest-emitting activities (metallurgy, vessels)
- **Challenging and supporting management** on pragmatic sustainability action plans based on cost-benefit analysis
- **Aligning growth initiatives** with measurable environmental and business value creation
- **Overseeing non-financial reporting** and key external ESG ratings (CDP, EcoVadis, MSCI...)
- **Strengthening ESG controls**, reporting and governance frameworks (CSRD – Year 3)
- Enhancing Board knowledge on strategic climate priorities (GHG Scopes)



# ESG Ratings

## Turning our Commitments into Action

Robust performance acknowledged by Non-Financial Performance Agencies

### MAIN ESG RATINGS\*



DRIVING SUSTAINABLE ECONOMIES

Ratings go from D- (lower) to A (higher)

CLIMATE

A

WATER

A-

ecovadis

Ratings go from 0 (lower) to 100 (higher)

78

MSCI



Ratings go from CCC (lower) to AAA (higher)

A

SUSTAINALYTICS

Ratings go from 0 (negligible risk) to 40+ (severe risk)

22.6

### OUR COMMITMENTS



\*ESG ratings as of February 2026

# Annual Shareholders' **Meeting**

---

May 21, 2026





**Anne LEBEL**  
Lead Independent Director,  
Chair of the Appointments and Corporate Governance Committee  
and of the Compensation Committee

# Corporate governance **and** **compensation**

# Proposed composition of the Board of Directors



JEAN MOUTON

Independent Chair



ANNE LABEL

Lead Independent Director



JANE BASSON

Independent Director



LAURA BERNARDELLI

Independent Director



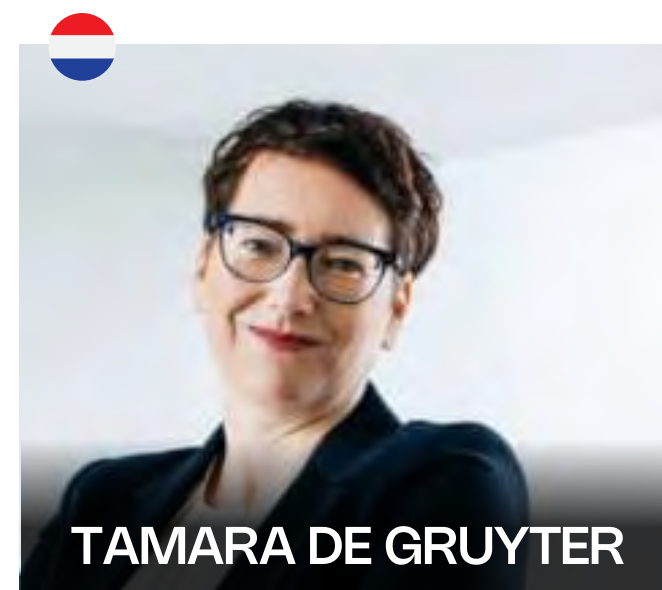
ANTONIO CAMMISECRA

Independent Director



THIERRY FOURNIER

Independent Director



TAMARA DE GRUYTER

Independent Director



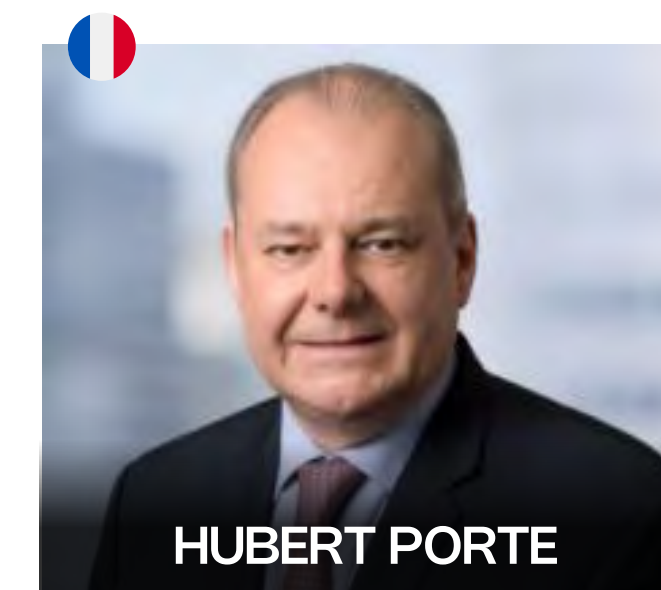
MARC GRYNBERG

Independent Director  
Climate Director



KARINE LENGHART

Permanent representative  
of Bpifrance Participations



HUBERT PORTE

Director



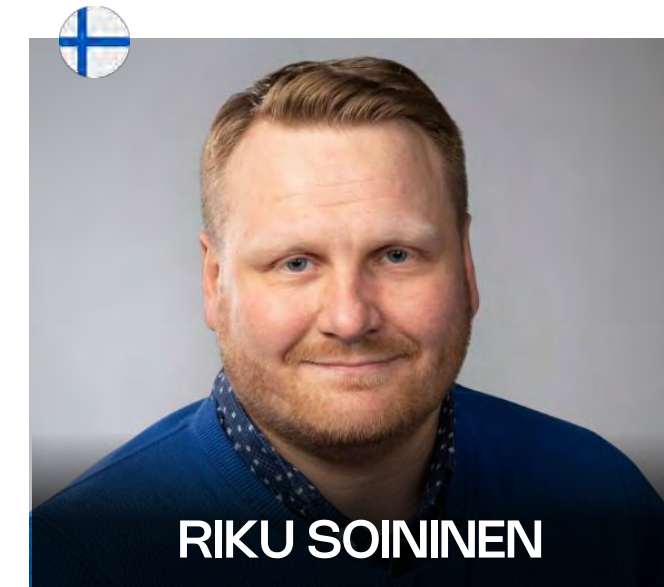
GWENAEL GILBERT

Director representing  
employee shareholders



ANGÉLINE AFANOUKÉ

Director representing  
employees



RIKU SOININEN

Director representing  
employees

RESOLUTION 5

RESOLUTION 4

RESOLUTION 6

RESOLUTION 7

**13 MEMBERS**  
(54% men, 46% women)

**8 INDEPENDENT DIRECTORS**

**10 MAIN AREAS OF EXPERTISE**  
(Industry, Energy, Finance, Services, Human resources, education, communication, CSR, sustainable development and compliance, Corporate governance, Digital, Executive functions, International experience)

**3 DIRECTORS REPRESENTING EMPLOYEES**  
(2 representing employees, 1 representing employee shareholders)

**1 SHAREHOLDER REPRESENTATIVE**

**1 LEAD INDEPENDENT DIRECTOR**

**1 CLIMATE DIRECTOR**

**4 COMMITTEES**

1. ACCOUNTS, AUDIT AND RISK
2. STRATEGY & SUSTAINABLE DEVELOPMENT
3. APPOINTMENTS & CORPORATE GOVERNANCE
4. COMPENSATION

# 4 active Board Committees

	ACCOUNTS, AUDIT AND RISK COMMITTEE	STRATEGY & SUSTAINABLE DEVELOPMENT COMMITTEE	APPOINTMENTS & CORPORATE GOVERNANCE COMMITTEE	COMPENSATION COMMITTEE
<b>Chair</b>	Laura Bernardelli	Oscar Hasbún <sup>(1)</sup>	Anne Lebel	Anne Lebel
<b>Members</b>	3	5	4	5 (including 1 employee)
<b>Independent</b>	100%	40%	75%	75%
<b>Women</b>	67%	40%	100%	100%
<b>Meetings</b>	12	8	8	8
<b>Attendance</b>	<b>100%</b>	<b>97.9%</b>	<b>97.5%</b>	<b>95.8%</b>
	<b>1 joint session</b> on the Corporate Sustainability Reporting Directive			

(1) Until May 20th, 2026

# Candidates to join the Board of Directors

Directors **Resolutions 4 and 5**



- Chief Financial Officer of Coesia
- First appointment: **May 11, 2022**
- **Independent Director**
- **Chairperson** of the Accounts, Audit and Risk Committee
- **92% attendance<sup>1</sup>** at Board meetings
- **Italian** nationality, 56 years old
- **Expertise:** Industry, Energy, Services, Finance, Corporate Governance, Executive Functions, International experience

<sup>1</sup>Including seven meetings scheduled in advance and four ad hoc meetings on specific subjects.

- Chief Human Resources Officer and of Cap Gemini
- First appointment: **May 17, 2018**
- **Lead Independent Director**
- **Chairperson** of the Appointments and Corporate Governance Committee, the Compensation Committee
- **100% attendance** at Board meetings
- **French** nationality, 60 years old
- **Expertise:** Services, Digital, HR, Education, Communication, CSR, Sustainable Development, Compliance, Corporate Governance, Executive Functions, International Experience

# Candidates to join the **Board of Directors**

Independent Directors **Resolutions 6 and 7**



- **Chief Executive Officer of ContourGlobal**
- **Censor since March 27th, 2026**
- **Independent**
- **Italian** nationality, 55 years old
- **Expertise:** Industry, Energy, Corporate Governance, Executive Functions, International Experience



- **Chief Executive Officer of Roquette Frères**
- **Censor since April 3rd, 2026**
- **Independent**
- **French** nationality, 54 years old
- **Expertise:** Industry, Corporate Governance, Executive Functions, International Experience

# Corporate governance and compensation

## Resolution 8

### PERFORMANCE SHARES 2022 - 2025 OF CHRISTOPHER GUÉRIN, CHIEF EXECUTIVE OFFICER UNTIL OCTOBER 12, 2025

**RESOLUTION 8** PROPOSES A PARTIAL WAIVER OF PRESENCE CONDITION ON ONGOING PERFORMANCE SHARES TO ACKNOWLEDGING CEO'S EXCEPTIONAL PERFORMANCE AND SIGNIFICANT VALUE CREATION SINCE 2018

- Presence conditions pro-rata temporis without vesting acceleration, preserving original terms
- Final vesting will remain subject to meeting Performance conditions
- Shares from non-fulfilled presence conditions will be forfeited.

**All the shares granted under the 2025 strategic plan are forfeited**

#### Maintained and forfeited shares

**92,600** INITIALLY GRANTED SHARES

**60,806** FORFEITED SHARES

**31,794** MAINTAINED SHARES  
**(34%)**

# Corporate governance and compensation

Directors **Resolution 9**

## 2025 COMPENSATION OF BOARD MEMBERS AND CORPORATE OFFICERS

Comprehensive presentation of compensation policy in the Universal Registration Document (p. 295 to 319)

**€820,000**  
MAXIMUM AGGREGATE AMOUNT

**12** BOARD MEETINGS

**36** BOARD COMMITTEE MEETINGS

## ITEMS PAID IN FISCAL YEAR 2025 OR GRANTED IN RESPECT OF FISCAL YEAR 2025 TO BOARD MEMBERS AND CORPORATE OFFICERS

Chairman of the Board of Directors	RESOLUTION 10
Chief Executive Officer	RESOLUTIONS 11 & 12
Angéline Afanoukoé	-
Gwenaél Gilbert	-
Jane Basson	€89,078
Laura Bernardelli	€73,015
Bpifrance Participations (Karine Lenglar)	€89,078
Marc Grynberg	€112,930
Oscar Hasbún Martínez	€73,015
Tamara de Gruyter	€85,671
Anne Lebel	€124,612
Andrónico Luksic Craig	€4,668
Elisabetta Iaconantonio	-
Francisco Pérez Mackenna	€109,622
Hubert Porte	€58,412

# Corporate governance and compensation

Directors **Resolution 10**

## 2025 COMPENSATION OF JEAN MOUTON, CHAIRMAN OF THE BOARD OF DIRECTORS

### ITEMS PAID IN FISCAL YEAR 2025 OR GRANTED IN RESPECT OF FISCAL YEAR 2025 TO JEAN MOUTON, CHAIRMAN OF THE BOARD OF DIRECTORS

<b>Fixed compensation</b>	<b>€320,000</b>
Compensation as director	€0
Benefits in kind	€0

### Reminder

The Chairman of the Board of Directors does not receive any short-term or long-term variable compensation, or any other benefit

# Corporate governance and compensation

## Resolution 11

### 2025 COMPENSATION OF CHRISTOPHER GUÉRIN, CHIEF EXECUTIVE OFFICER UNTIL OCTOBER 12, 2025

#### ITEMS AWARDED AND PAID IN FISCAL YEAR 2025 OR GRANTED IN RESPECT OF FISCAL YEAR 2025 TO CHRISTOPHER GUÉRIN, CHIEF EXECUTIVE OFFICER UNTIL OCTOBER 12, 2025

<b>Fixed compensation for 2025</b>	<b>€743,148</b>
<b>Prorated Annual variable compensation for 2025 to be paid in 2026</b> (65% collective objectives and 35% individual objectives)	<b>€898,287</b>
<b>Prorated Annual variable compensation for 2024 paid in 2025</b> (65% collective objectives and 35% individual objectives)	<b>€1 280,363</b>
<b>Performance shares allocated in 2025</b> (valued at the grant date)	<b>2,679 shares*</b> Valued at €183,545
<b>Benefits in kind</b> (company car)	<b>€7,153</b>

\*2,679 shares maintained out of 19,000 shares initially granted

#### Benefits

Defined-contribution supplementary pension plan:  
€297,259

Healthcare, life and disability insurance

Termination indemnity : €2,725,197

Non-compete indemnity: €1,425,006

Unemployment insurance: €12,893

# Corporate governance and compensation

## Resolution 12

### 2025 COMPENSATION OF JULIEN HUEBER, CHIEF EXECUTIVE OFFICER SINCE OCTOBER 13, 2025

#### ITEMS AWARDED IN FISCAL YEAR 2025 OR GRANTED IN RESPECT OF FISCAL YEAR 2025 TO JULIEN HUEBER, CHIEF EXECUTIVE OFFICER SINCE OCTOBER 13, 2025

<b>Fixed compensation for 2025</b>	<b>€163,306</b>
<b>Annual variable compensation for 2025 to be paid in 2026</b> (65% collective objectives and 35% individual objectives)	<b>€207,400</b>
<b>Performance shares allocated in 2025</b> (valued at the grant date)	<b>2,500 shares</b> Valued at €219,860
<b>Benefits in kind</b> (company car)	<b>€1,681</b>

#### Reminder

Defined-contribution supplementary pension plan :  
€65,323

Healthcare, life and disability insurance

Termination indemnity and non-compete  
indemnity (threshold of 2 years of fixed and  
variable compensation)

Unemployment insurance

# Corporate governance **and compensation**

Resolutions 13 & 14

## **2026 COMPENSATION POLICY FOR DIRECTORS AND THE CHAIR OF THE BOARD OF DIRECTORS**

Comprehensive presentation of compensation policy in the Universal Registration Document ([p. 252 to 266](#))

### **ANNUAL COMPENSATION FOR DIRECTORS**

Unchanged annual maximum amount in 2026: €820,000

### **COMPENSATION FOR THE CHAIR OF THE BOARD OF DIRECTORS**

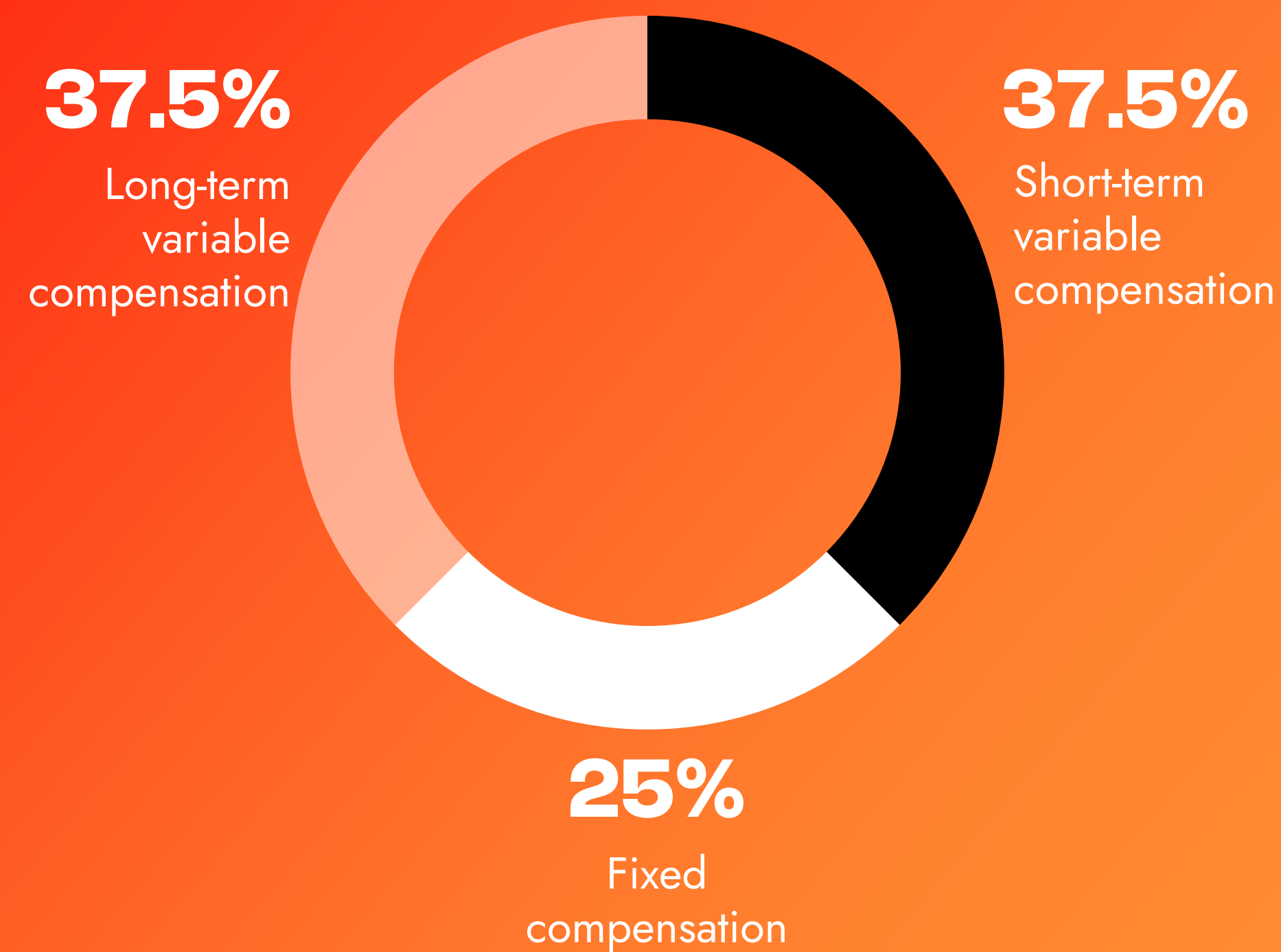
Unchanged annual fixed compensation: **€320,000**

The Chairman of the Board of Directors does not receive any other compensation, or any other benefit

# Corporate governance and compensation

## Resolution 15

### 2026 COMPENSATION FOR THE CHIEF EXECUTIVE OFFICER



### COMPENSATION POLICY FOR 2026

FIXED COMPENSATION	<b>€750,000</b>	No performance condition
ANNUAL VARIABLE COMPENSATION	<b>Target €750,000</b> <b>Maximum €1,125,000</b>	100% of fixed compensation Up to 150% of compensation Collective targets (65%) / Individual targets (35%)
LONG-TERM VARIABLE COMPENSATION	<b>€1,125,000</b>	Up to 150% of fixed compensation (IFRS) Performance shares based on three performance criteria after three years Implementation of a combined TSR condition (Panel/Index) 3-year vesting period
PENSION	<b>€300,000</b>	Supplementary defined-contribution pension plan 20% of annual fixed and variable compensation
OTHER BENEFITS	-	Company car Healthcare, life and disability insurance Unemployment insurance
TERMINATION PROVISIONS	-	Termination indemnity Non-competition clause Maximum indemnity of 2 years of compensation

# Corporate governance and compensation

Resolutions 18 and 19

## LONG-TERM COMPENSATION POLICY

### RESOLUTION 18: 2027 PERFORMANCE SHARES

Number of shares to be granted to Group's senior managers including the Chief Executive Officer: **330,000**

Vesting period: **3 years**

Performance conditions to be fixed by the Board of Directors: stock-market performance, economic, ESG

Number of shares to be granted to the Chief Executive Officer: up to **12%** of the total number of shares (39,600 shares)

### RESOLUTION 19: 2027 FREE SHARES

Number of shares to be granted to high-potential employees or those who have made an exceptional contribution and key experts: **50,000**

Vesting period: **3 years**

No performance condition

# Annual Shareholders' **Meeting**

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May 21, 2026





08

**Amélie Jeudi de Grissac**  
Pwc Audit

# Reports of the statutory auditors

# Reports of the statutory auditors

## 4 REPORTS FOR THE ORDINARY SHAREHOLDERS' MEETING

**Report on the consolidated financial statements**  
(pages 403 to 406 of the Universal Registration Document)

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**Report on the corporate financial statements**  
(pages 425 to 427 of the Universal Registration Document)

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**Special report on related-party agreements**  
(pages 335 and 336 of the Universal Registration Document)

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**Report on the certification of sustainability information**  
(pages 222 to 225 of the Universal Registration Document)

## 3 REPORTS FOR THE EXTRAORDINARY SHAREHOLDERS' MEETING

**Report on the capital reduction**  
(resolution 17)

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**Reports on authorizations for the grant of performance shares and free shares**  
(resolutions 18 and 19)

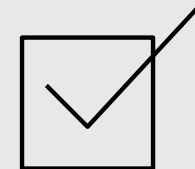
# Report of the statutory auditors

## ON THE 2025 CONSOLIDATED FINANCIAL STATEMENTS

**We certify that the consolidated financial statements, with regard to the IFRS framework as adopted in the European Union, are accurate and truthful and give a fair view of the results of operations, the financial position, and the assets of the group formed by the entities included in the consolidation.**

We have identified the following key audit matters:

- Recognition of goods and services contracts
- Antitrust investigations and disputes
- Measurement of goodwill



**We have no comments on the information presented in the Group management report**

# Report of the statutory auditors

## ON THE 2025 CORPORATE FINANCIAL STATEMENTS

**We certify that the annual financial statements, prepared in accordance with French accounting principles and standards, are true and fair and present a faithful representation of the results of operations for the past financial year, as well as the company's financial position and assets at the end of that year**

**Our report includes a technical observation on the first application of the ANC regulation 2022-06 related to the modernization of financial statements.**

We have identified the following key audit matters:

- Valuation of shares in subsidiaries and affiliates
- Antitrust investigations and disputes



**We have no comments to make on the management report, on the information on payment terms and on the corporate governance report**



**We certify the accuracy and fairness of the information provided in accordance with the provisions of the French Commercial Code on the compensation and benefits paid to corporate officers and on the commitments made in their favour**

# **Report of the statutory auditors**

## **ON RELATED-PARTY AGREEMENTS**

**No agreement submitted for approval by the Shareholders' Meeting**

# Report of the statutory auditors

## ON THE CERTIFICATION OF THE SUSTAINABILITY INFORMATION

### 01 Compliance with the ESRS of the process implemented by Nexans to determine the information reported

We paid particular attention to:

- The identification and assessment of factors that led to the changes of the double materiality analysis
- The changes made to the impacts, risks and opportunities

**We have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Nexans with the ESRS.**

### 02 Compliance of the sustainability information included in the Sustainability Statement

We paid particular attention to:

- The information related to climate change
- The information related to the greenhouse gaz emissions inventory

**We have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Nexans with the ESRS.**

### 03 Compliance with taxonomy reporting requirements

We paid particular attention to:

- The information related to the alignment of eligible activities
- The key performance indicators and accompanying information

**We have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of Article 8 of regulation (EU) 2020/852**

# Reports of the statutory auditors

## 3 REPORTS ISSUED FOR THE EXTRAORDINARY SHAREHOLDERS' MEETING

**Report on the capital reduction**  
(resolution 17)

**Reports on authorizations for the grant of performance shares and free shares**  
(resolutions 18 and 19)

- We have no comments to make on the terms and conditions of the proposed transactions**
- We will issue additional reports in case of using these delegations**

# Annual Shareholders' **Meeting**

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May 21, 2026



# QUESTIONS & ANSWERS

# Annual Shareholders' **Meeting**

---

May 21, 2026





**Nino CUSIMANO**  
Chief Legal, Corporate Development Officer and  
Secretary General

# **Presentation of resolutions and vote**

Resolution

**#01**

Approval of the 2025 corporate financial statements – management report



Resolution

# #02

Approval of the 2025 consolidated financial statements



Resolution

# #03

Allocation of income for 2025 fiscal year and setting of the dividend



Resolution

**#04**

Renewal of the term of office of Laura Bernardelli as Director



Resolution

# #05

Renewal of the term of office of Anne Lebel as Director



Resolution

#06

Appointment of Antonio Cammisecra as Director



Resolution

**#07**

Appointment of Thierry Fournier as Director



Resolution

# #08

Approval of the removal of the attendance requirement attached to the shares allocated under performance share plans No. 22, 23, 24 and 25 to Christopher Guérin, Chief Executive Officer, until October 12th, 2025

Resolution

**#09**

Approval of the information relating to the compensation items paid during the fiscal year ended on December 31, 2025, or granted for the same fiscal year to Nexans corporate officers



Resolution

# #10

Approval of the items of compensation paid during the fiscal year ended on December 31, 2025, or granted for the same fiscal year to Jean Mouton, Chairman of the Board of Directors

## Resolution

# #11

Approval of the items of compensation paid during the fiscal year ended on December 31, 2025, or granted for the same fiscal year to Christopher Guérin, Chief Executive Officer until October 12<sup>th</sup>, 2025

Resolution

# #12

Approval of the items of compensation paid during the fiscal year ended on December 31, 2025, or granted for the same fiscal year to Julien Hueber, Chief Executive Officer since October 13<sup>th</sup>, 2025



Resolution

# #13

Approval of the compensation policy of the members of the Board of Directors for the fiscal year 2026

Resolution

# #14

Approval of the compensation policy of the Chairman of the Board of Directors for the fiscal year 2026



Resolution

# #15

Approval of the compensation policy of the Chief Executive Officer for the fiscal year 2026



Resolution

# #16

Authorization to be granted to the Board of Directors for the purpose of carrying out transactions involving Company's shares



Resolution

**#17**

Authorization to be granted to the Board of Directors for the purpose of reducing the Company's share capital by cancellation of its own shares



## Resolution

# #18

Authorization to be granted to the Board of Directors for the purpose of granting in 2027 free performance shares to employees and corporate officers of the Group

Maximum amount **330,000 shares** Duration **18 months** from January 1, 2027 **Performance conditions to be set by the Board of Directors**

Resolution

# #19

Authorization to be granted to the Board of Directors for the purpose of granting in 2027 free non-performance shares to employees or to some of them

Maximum amount **50,000 shares**    Duration **12 months**    from January 1, 2027

Resolution

**#20**

Amendment of Article 12 bis of the Company's bylaws: removal of the provision excluding the director representing employee shareholders from the calculation of the proportion of each gender on the Board of Directors provided for in Article L. 225-18-1 of the French Commercial Code and adjustment of the statutory provisions governing the replacement of the director representing employee shareholders in the event of a vacancy

Resolution

**#21**

Amendment of Article 19 paragraph 2 of the Company's bylaws: amendment of the maximum statutory age of the Chairman of the Board of Directors



Resolution

**#22**

Powers to carry out formalities



# Annual Shareholders' **Meeting**

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May 21, 2026

