



# CAPITAL MARKET DAY

*December 5, 2024*



## *SAFE HARBOR*

This presentation contains forward-looking information that is subject to various risks and uncertainties, both expected and unexpected, which could have a significant impact on the Company's future performance.

Readers are also invited to visit the Group's website where they can consult or download Mersen's Universal Registration Document, which includes a description of the Group's risk factors.

# Today's agenda

A vibrant, low-angle photograph of a city street at night. The image is filled with long, colorful light trails from cars and buildings, creating a sense of motion and energy. The colors are predominantly blue, red, and white, with some green and yellow accents.

01

A new  
dimension

02

A winning  
positioning

03

Our medium-term  
growth drivers

04

A strong  
financial profile

05

Significant  
potential

# A path to growth and value creation

1

**An extensive and well-established Group, more dynamic and less cyclical**

2

**Well positioned in buoyant medium-term energy transition markets and supported by traditional markets that provide resilience**

3

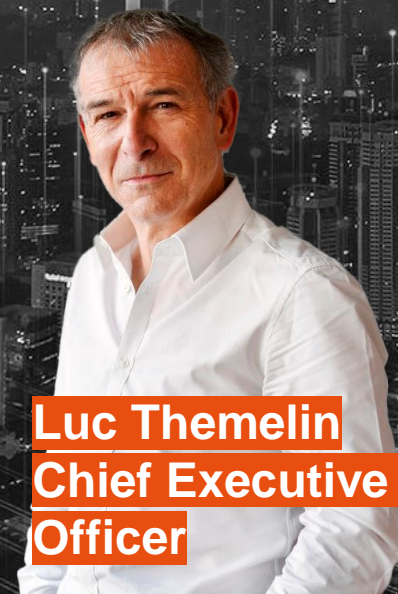
**Long-term prospects for sustainable and profitable growth, reaching sales of €1.7 billion and an EBITDA margin of around 19%**



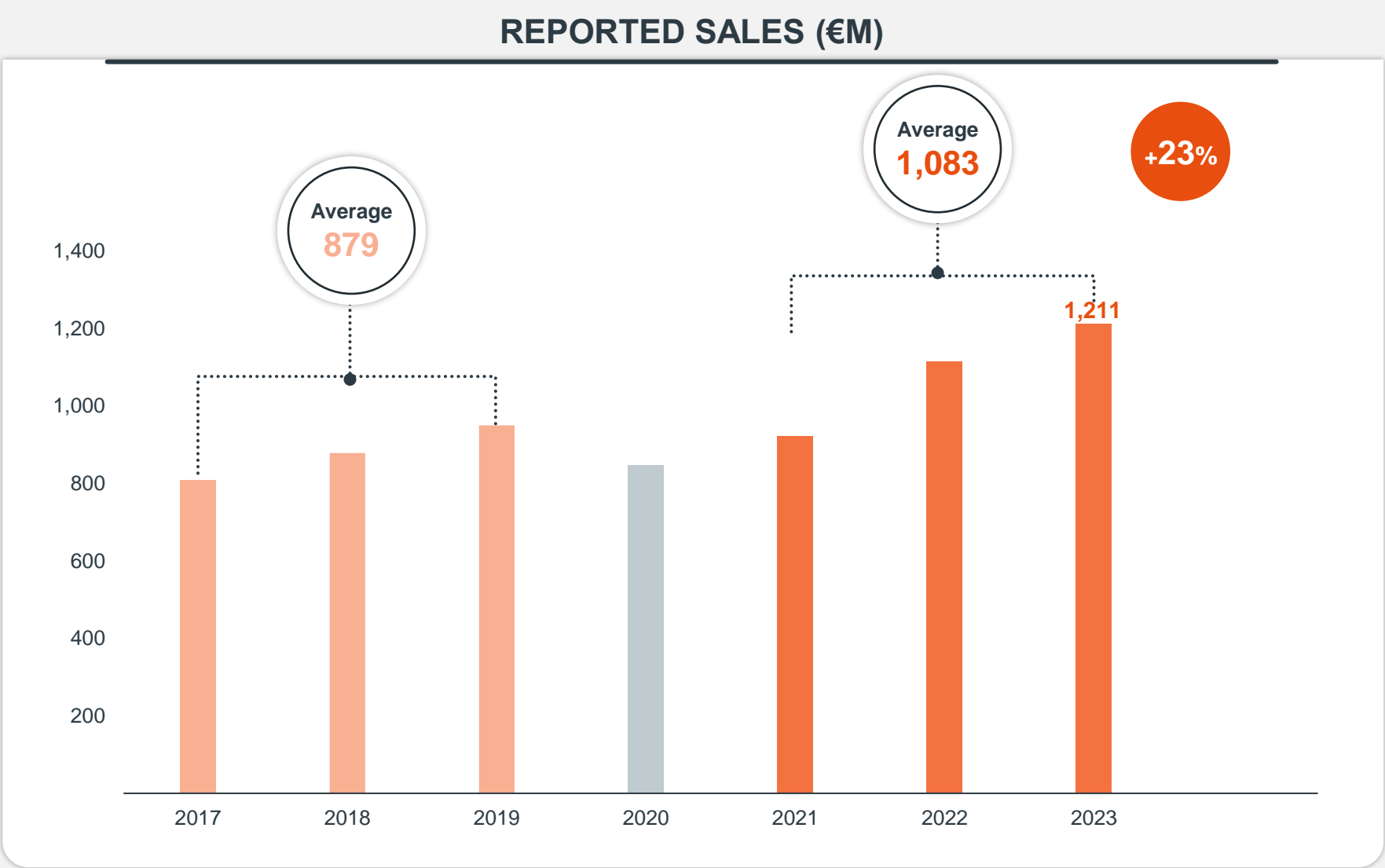
01

# A new dimension

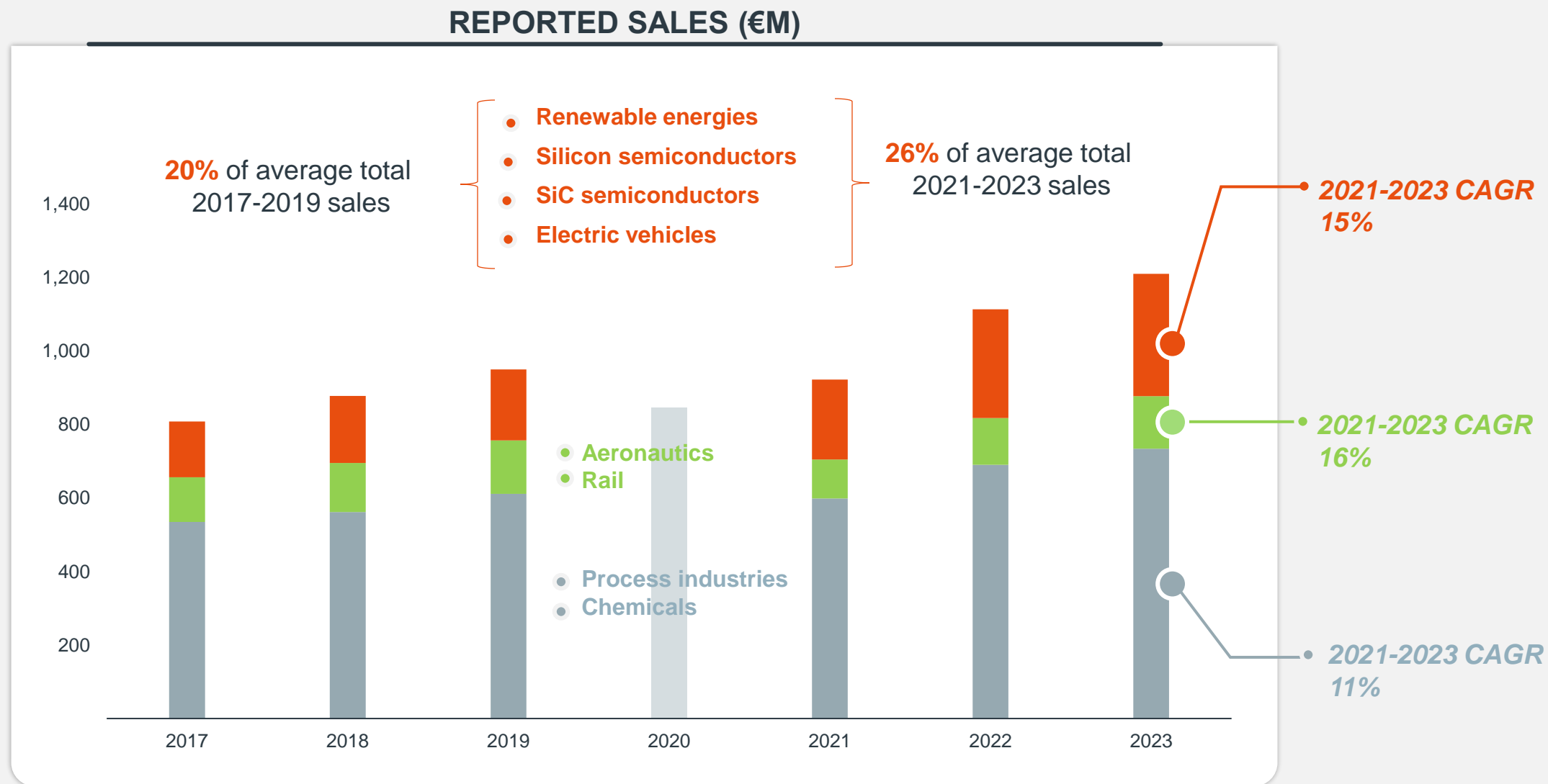
**Luc Themelin**  
Chief Executive  
Officer



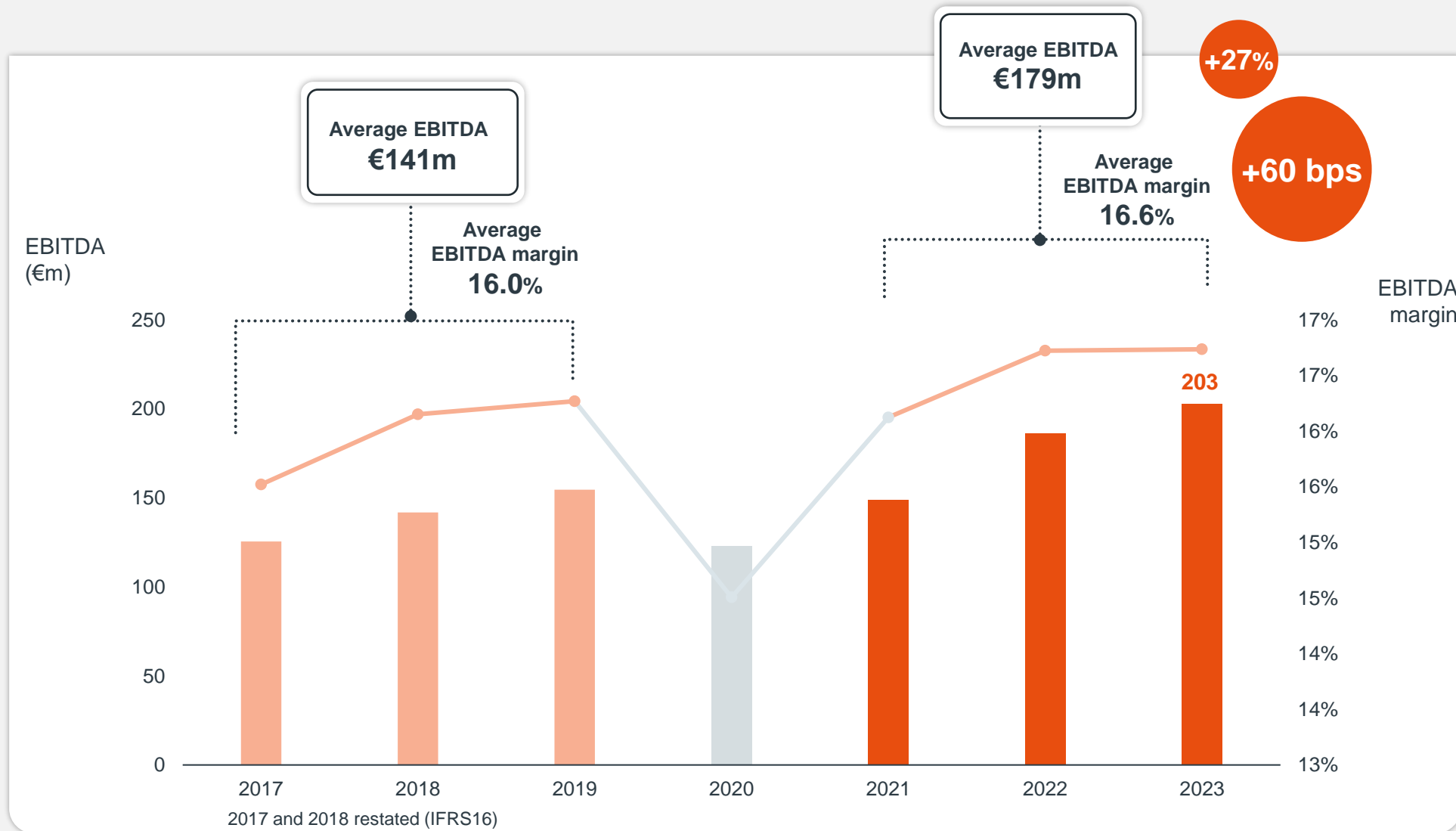
# An improved growth profile



# Positioned in dynamic markets



# A more profitable Group

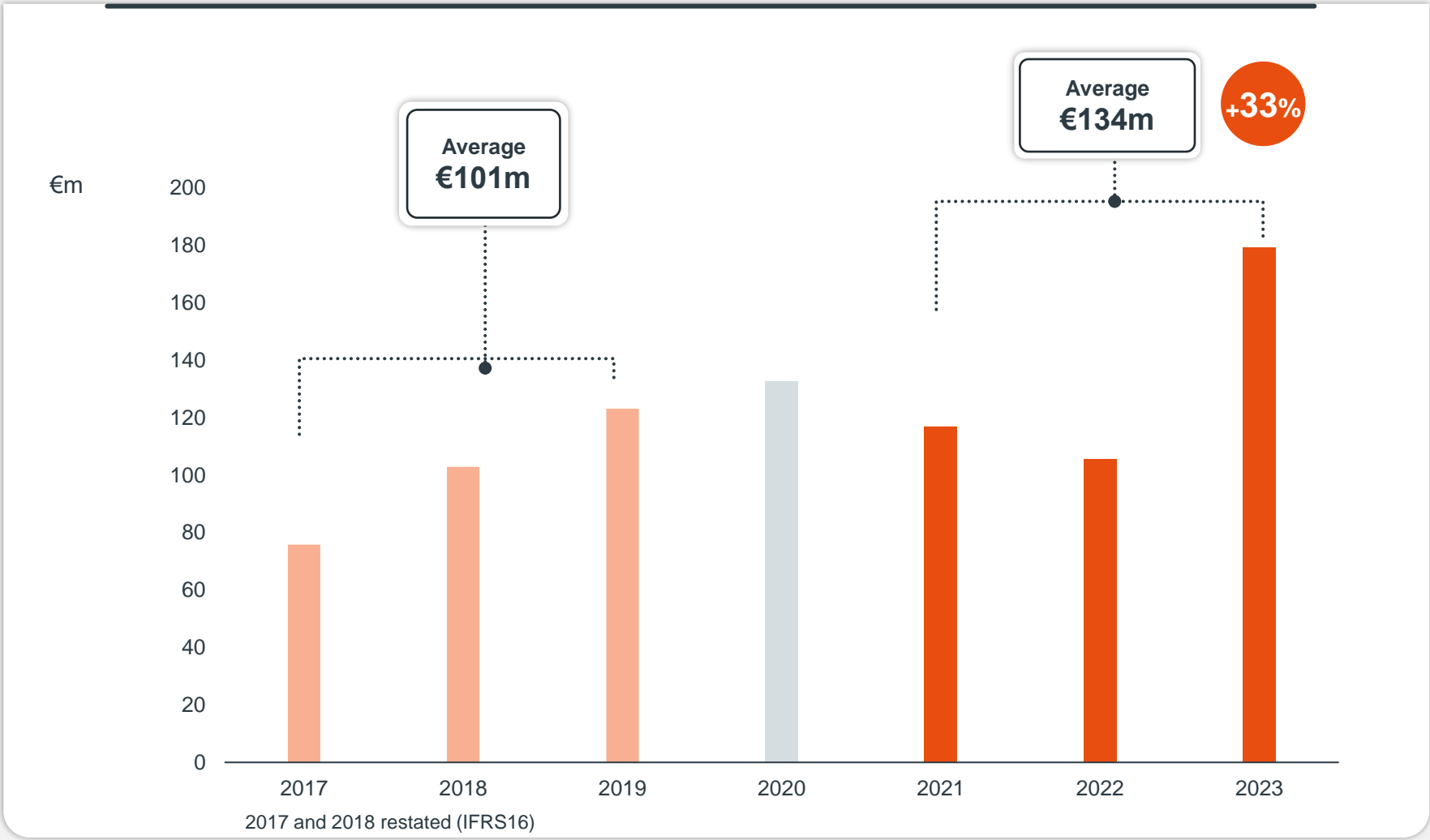




# A more cash-generating model



NET CASH GENERATED BY OPERATING ACTIVITIES



# A slowdown in certain markets



## Markets

The electric vehicle market is **less buoyant** than previously anticipated, particularly in Europe and North America

**Excess inventory** in supply chains, especially for SiC semiconductors



## Mersen's Assumptions

Growth in the electric vehicle and SiC semiconductor markets is **delayed by three years**

For the Group, this means pushing its sales target of €1.7 billion back by **2 years**



## ... but our growth story continues

- The Group is positioned in **high-growth markets** whose long-term **potential remains intact**
- Capital expenditure plan, largely underway, will ensure the Group is **ready for the rebound**
- Rapid decision to **accelerate the plan to optimize profitability and cash flow**, given the assumptions of time lags

***Relevance of long-term strategy and positioning***