

02

A winning positioning

Luc Themelin
Chief Executive
Officer

Three strategic pillars for profitable growth

1



**Unique sets of
expertise**

2



**Key position in our
customers' value
chain**

3



**Towards a more
sustainable society**

Our expertise – Mersen Inside

MERSEN
INSIDE



Materials



Vertical integration

Production of isostatic graphite, a material with essential properties for a wide range of processes



Custom parts, mainly consumables

Wear or replacement parts
Graphite waste with no environmental impact



World number 1 for isostatic graphite

Production capacity of about 14,000 tons at end-2024



Optimized industrial footprint

Graphite production sites in the USA and China – areas with competitive energy costs

Main markets

Solar cell manufacturing
(Energy)

Si and SiC semiconductor
manufacturing (Electronics)

Power transmission (Rail)

Aeronautics

Chemicals

Process industries: heat
treatment, etc.



Electrical Power



Design and manufacturing

R&D
Design
Development
Testing



Two business models

- via electrical distribution
- in project mode, for Electrical OEM and manufacturers of power converters



Number two worldwide for fuses

Unique offering for power electronics: the only player to offer four passive components



Global operations

Covers all standards

Main markets

Wind generators (Energy)

Aeronautics

Components
for power electronics
(Electronics)

Process industries

Electric vehicles

Electrical distribution

An innovative Group thanks to its R&D capabilities



Structure managed by the Group CTO

Setting of long-term goals

Priorities managed in line with strategy



R&D organization

- Global network
- Partnerships with customers
- Partnerships with universities and research centers
- Member of the standardization and standards committees



Testing facilities

- High-power testing centers
- Certification centers



Simulation center

- Cutting-edge expertise that benefits everyone
- Sharing skills in thermal, electrical and mechanical technology
- Centralization of powerful simulation tools to support innovation

Mersen, at the heart of several R&D consortiums



Mersen's expertise



Nano 2022

L'industrie électronique invente notre futur

LEVIS
LIGHT MATERIALS FOR ELECTRIC VEHICLES

AdvanSiC

AeroConverter

FASTLANE

MAUTIV'8



Semiconductors

Busbars

Components for converters

Busbars

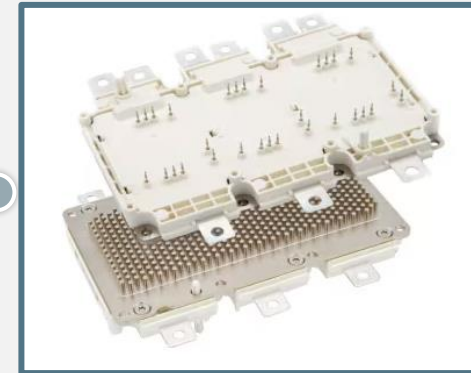
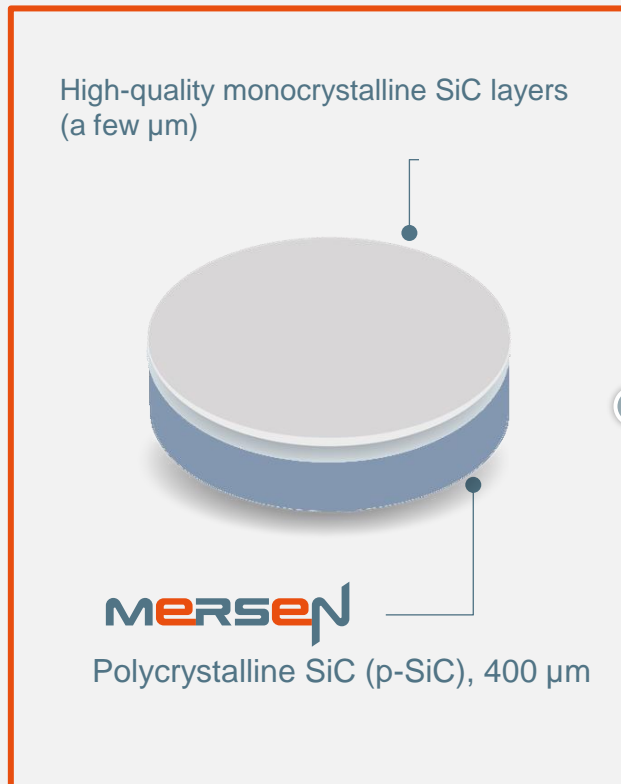
Semiconductors

Components for converters

Innovation case study: promising technology for the SiC semiconductor market



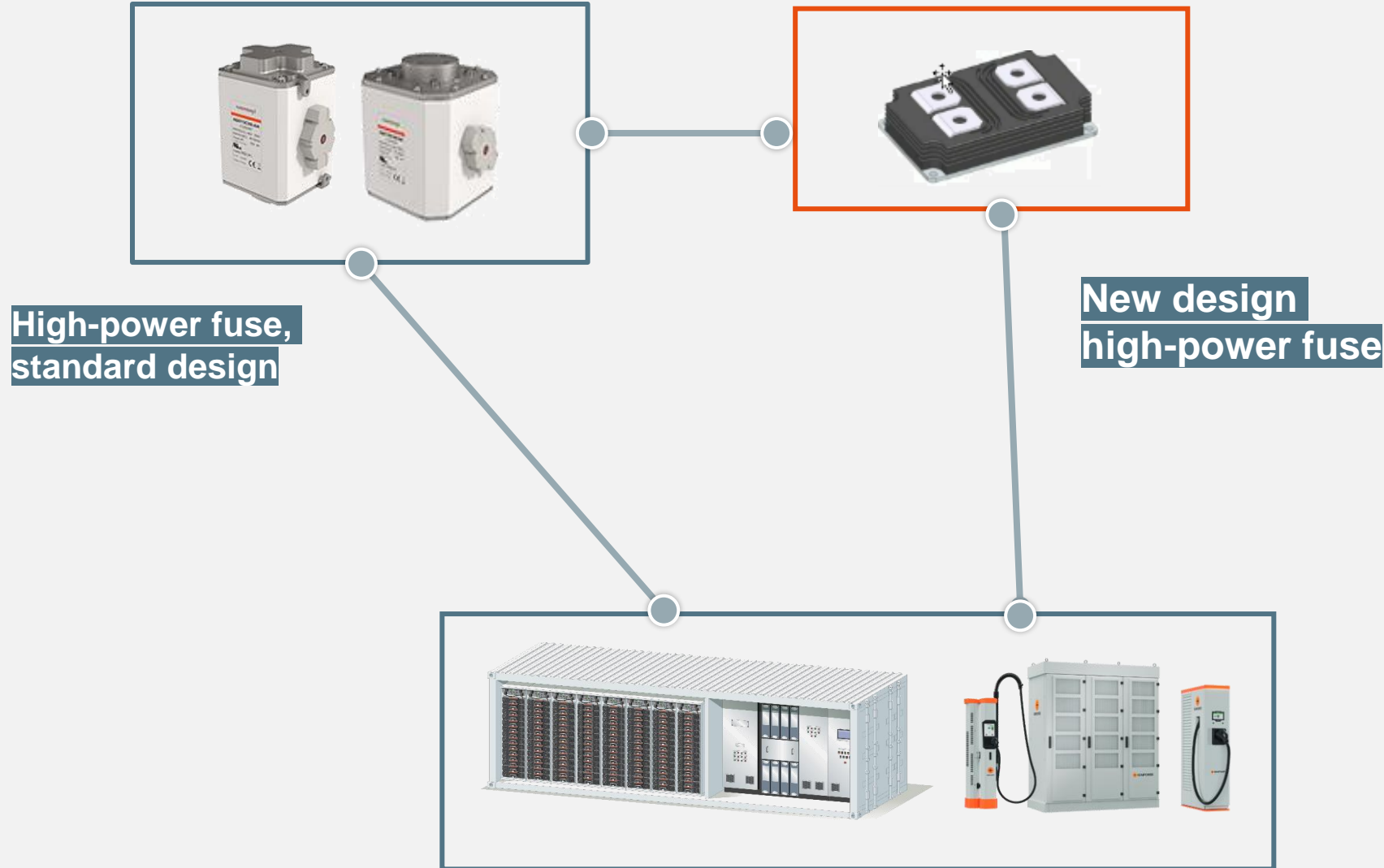
A UNIQUE HIGH-TECH PRODUCT



Value proposition

- A polycrystalline SiC (p-SiC) substrate with very low resistivity and high thermal conductivity
- A dedicated workshop in Gennevilliers (France)

Innovation case study: development of a fuse for high-power DC applications



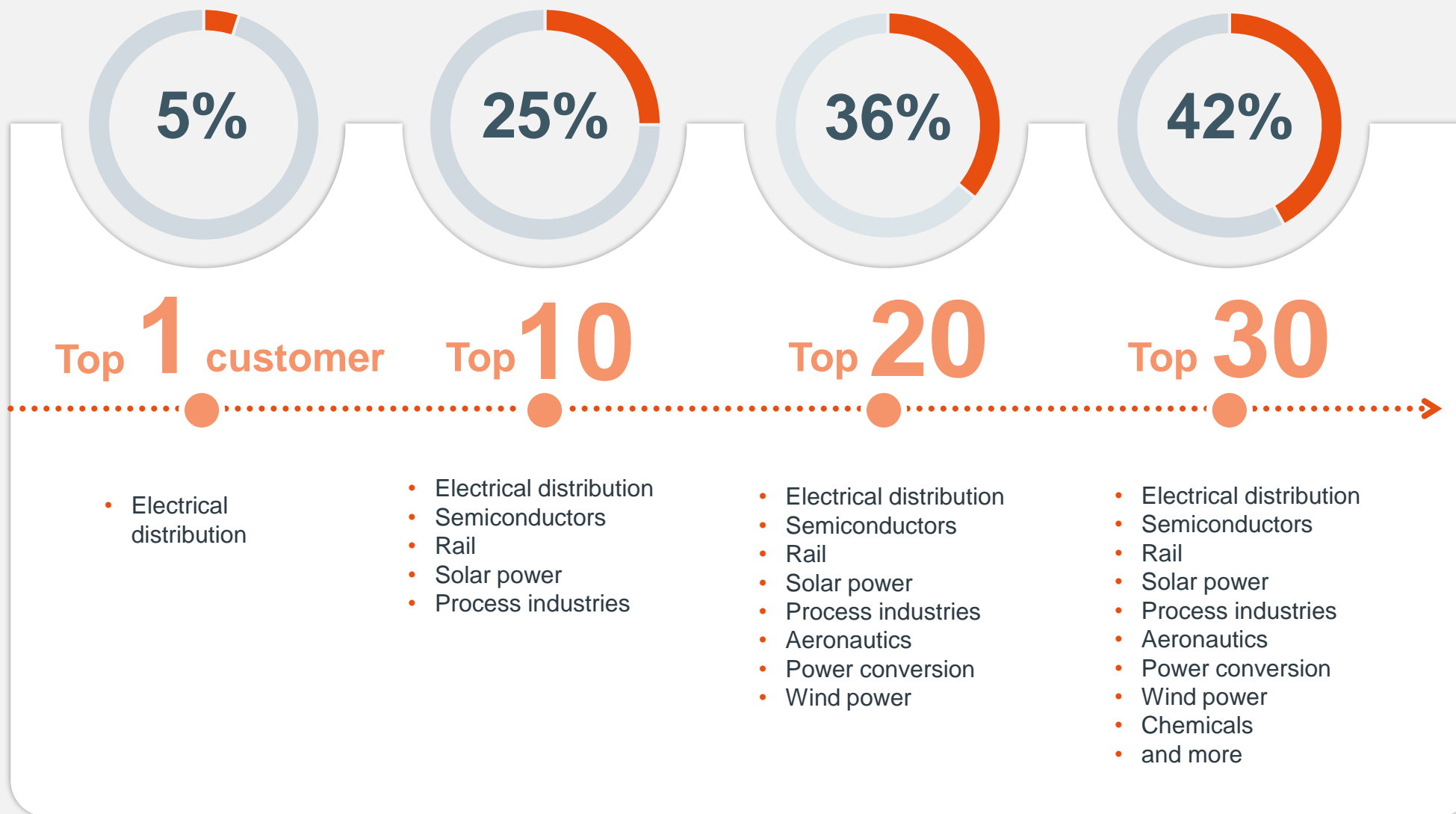
Value proposition

- A solution for the energy storage market and high-power charging stations
- Easy assembly
- Exceptional current density
- Compact, lightweight

A diversified portfolio of customers and markets



Share of 2023
sales to the
Group's main
customers



A customer portfolio combining long-term relationships and recent wins



TOP 10 CUSTOMERS

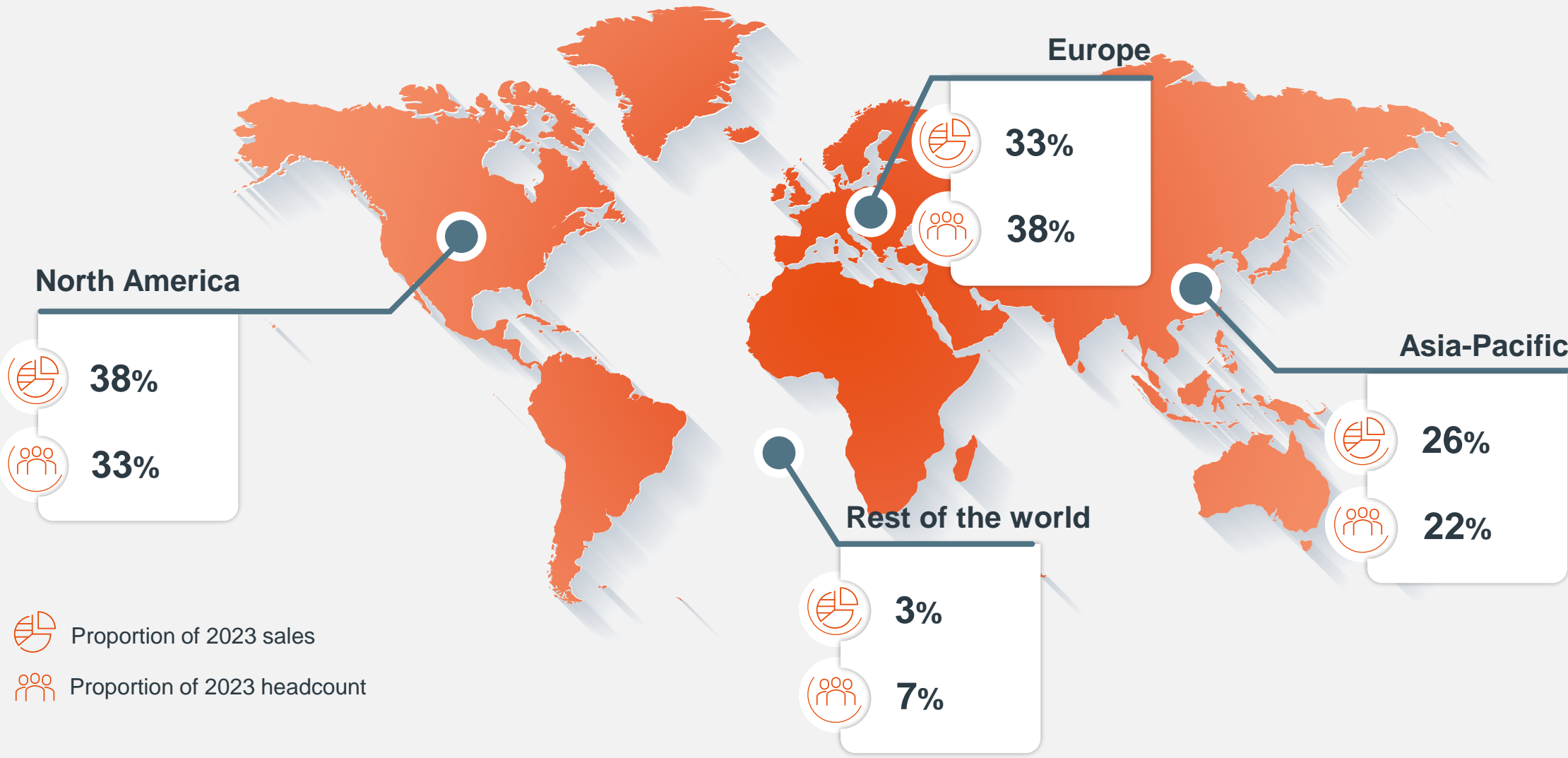


New customers

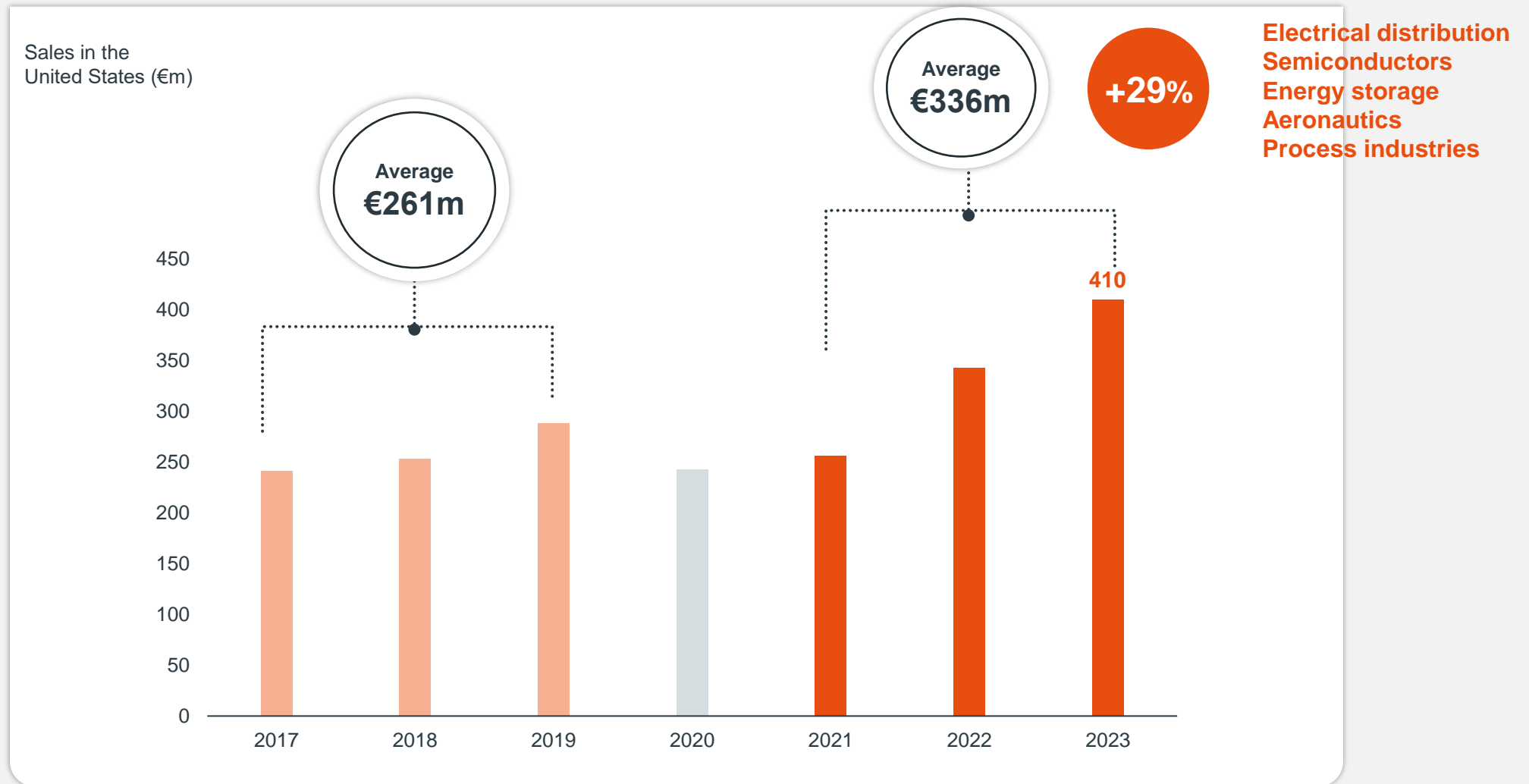


Non-exhaustive

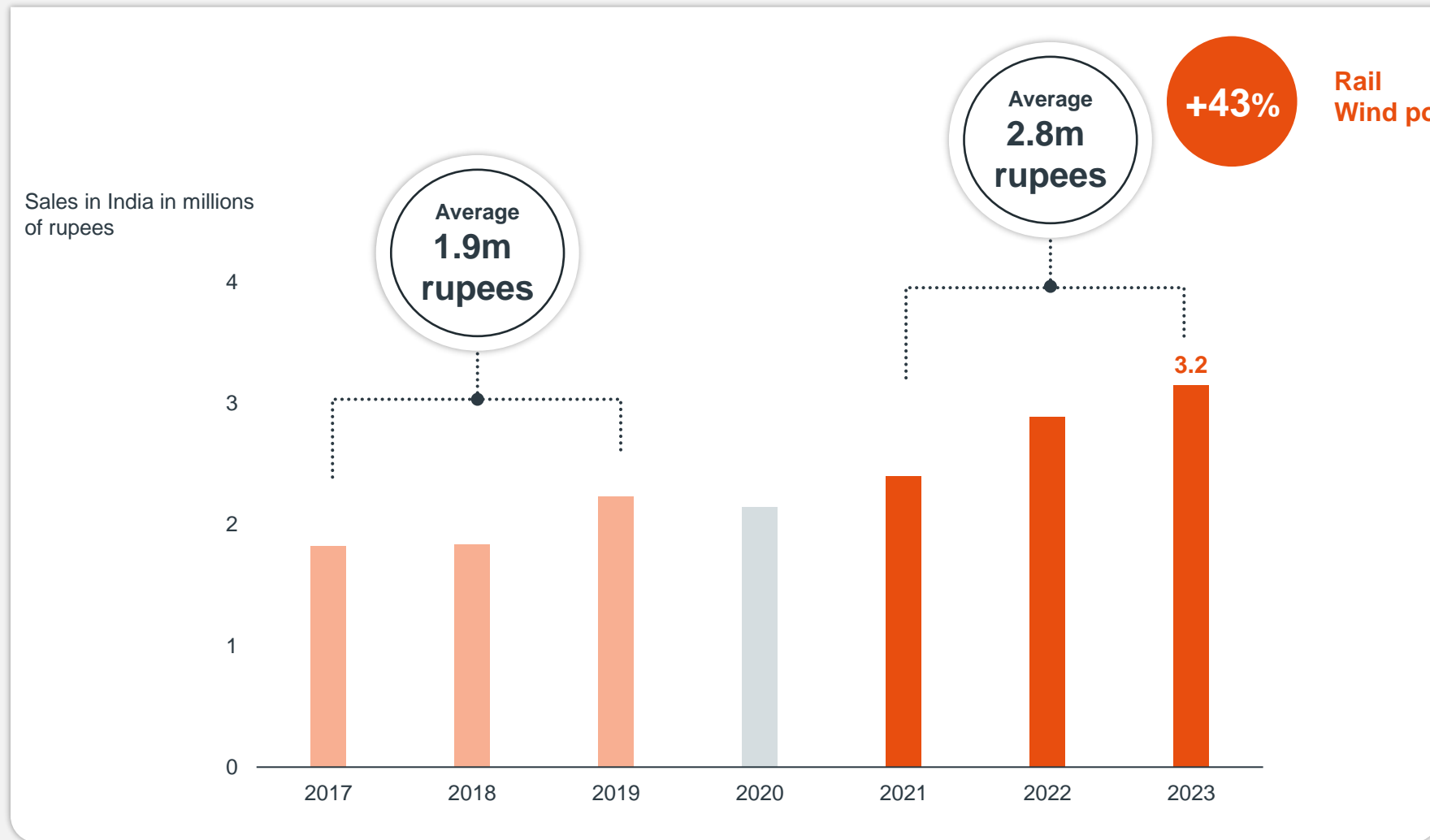
A comprehensive and balanced footprint to optimize customer relations



United States: A key country to accelerate growth



India: A growing presence



Committed to CSR across the value chain



PRIORITY CSR COMMITMENTS

AMBITION

RESPONSIBLE PARTNER



- Improve **social and environmental practices** throughout our value chain

LIMIT THE ENVIRONMENTAL IMPACT OF OUR SITES



- **Decarbonize and mitigate the impact** of climate change

DEVELOP HUMAN CAPITAL



- Promote **equal opportunity and diversity**
- Promote **a social responsibility policy for all**
- Develop and consolidate **a health and safety culture**

DEVELOP A CULTURE OF ETHICS AND COMPLIANCE



- Instill **ethical behavior**
- Protect **data and systems**

Our products shape a more sustainable society...



A FEW EXAMPLES WITH OUR CUSTOMERS:

Reduced energy consumption or manufacturing costs

Insulation felt for the semiconductor industry

The very high insulating power of Mersen's insulation felt allows our customers to reduce their energy consumption by 15% compared with a standard product.

Reduced energy and water consumption

Eco&Flex Synthesis Unit for the production of liquid HCl

This new-generation synthesis unit limits the production of steam for our customers, thereby reducing the CO₂ emissions linked to the production process.

Reduced carbon footprint

Modulostar fuse holder

Mersen has designed a product based on the PEP (Product Environmental Profile) process. It helps define the areas offering scope to minimize the product's environmental impact.

Helping to protect people

Fuses and SPD

This function is performed by overcurrent and overvoltage protection products

... and so do our end markets



56% of sales
for **SUSTAINABLE
DEVELOPMENT** markets

