



2021

GROUP PRESENTATION

Mersen in a nutshell



- A sustainable, growing and profitable company (€850m sales in 2020)
- An industrial company with a human scale (6,500 employees around the world)
 - An energy to innovate for 130 years (16 R&D centers)
- A company attentive to meet and anticipate customer demands for their mission-critical needs (presence in 35 countries)
 - A business respectful of ethics and environment. (56% of sales in sustainable development markets)

What makes **Mersen** unique?



Expertise

**Advanced
Materials**

Electrical Power

Efficient innovation

Competitive differentiation

**High barriers
of entry** (graphite
formulation, norms and
regulations)

Customized
products (>65%)

Global footprint

Positioned on attractive markets

**Sustainable
development
markets** (Renewable
energies, Electronics and
green Transportation)

**Highly buoyant
markets:**
SiC semicon, EV

Excellence to drive cash-flow

Solid balance sheet
and cash generation

High gross margin

**Lean culture
deployment**

CSR commitments
for overall
improvement

#1 or 2 on each activity with c. 15-30% market share

Advanced Materials: High value-added customized solutions relying on a unique materials expertise

Anticorrosion Equipment N° 1-2 Worldwide



Engineering systems



Columns, reactors and pressure vessels



Heat exchangers



Graphite Specialties N° 1-2 Worldwide



Laser galvo scanning mirrors in Sintered SiC



Wafers carrier in ultra pure graphite for Semicon

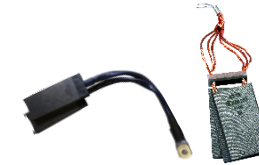


Ultra pure graphite electrodes for polysilicon production



Carbon insulation for high temperature furnaces

Power Transfer Technologies N° 1-2 Worldwide



Brushes and brush holders



Slip-rings



Total Monitoring & DustCollector



Lubricating sticks & applicators for wheel/rail contact

Competitors

SGL Carbon (Ger)

SGL Carbon (Ger), Tokai Carbon (Jp),
Toyo Tanso (Jp), Schunk (Ger)

Morgan Advanced Materials
(UK), Schunk (Ger)

Electrical Power: A **unique portfolio** serving **two key applications**



Electrical Protection *N° 2 Worldwide in industrial fuses*



Fuses and fuse holders

Surge protection devices

Coverage of all standards
worldwide: UL, IEC, DIN,
etc.

Competitors: Eaton(US),
Littelfuse (US)

Power Conversion *N° 2 Worldwide (components)*



Fuses for
semiconductors

Busbars

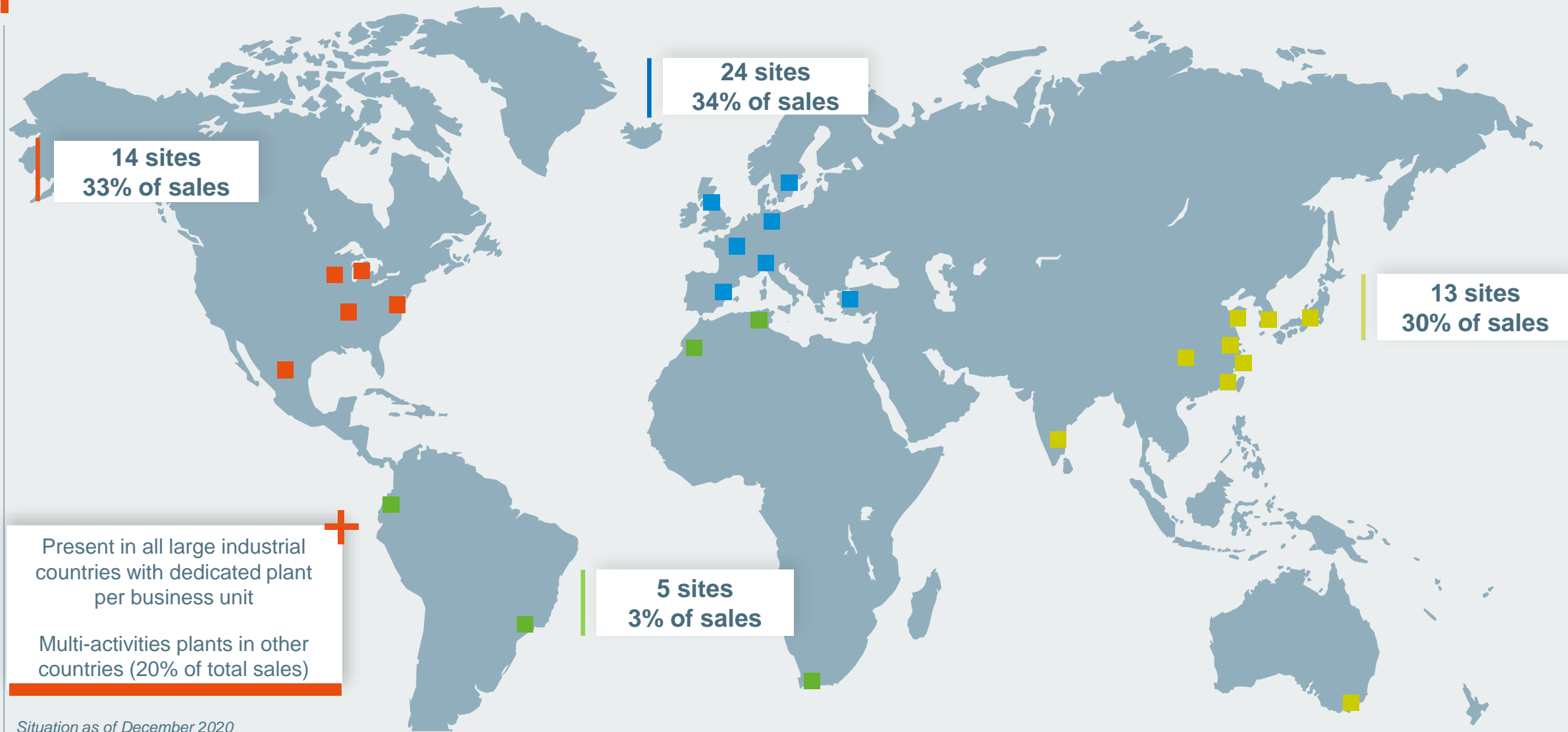
Cooling devices

Capacitors

Only customized offering of
**bundled passive
components** on the market

Competitors: Eaton (US), Rogers
(US), Methode (US), Lytron (US),
Cornell Dubilier (US), Panasonic (Jp)

A global footprint to **maximize** customer intimacy



A longstanding CSR strategy, ...



... demonstrated by recognized commitments



ISS QualityScore	
Governance	2
Environment	3
Social	3

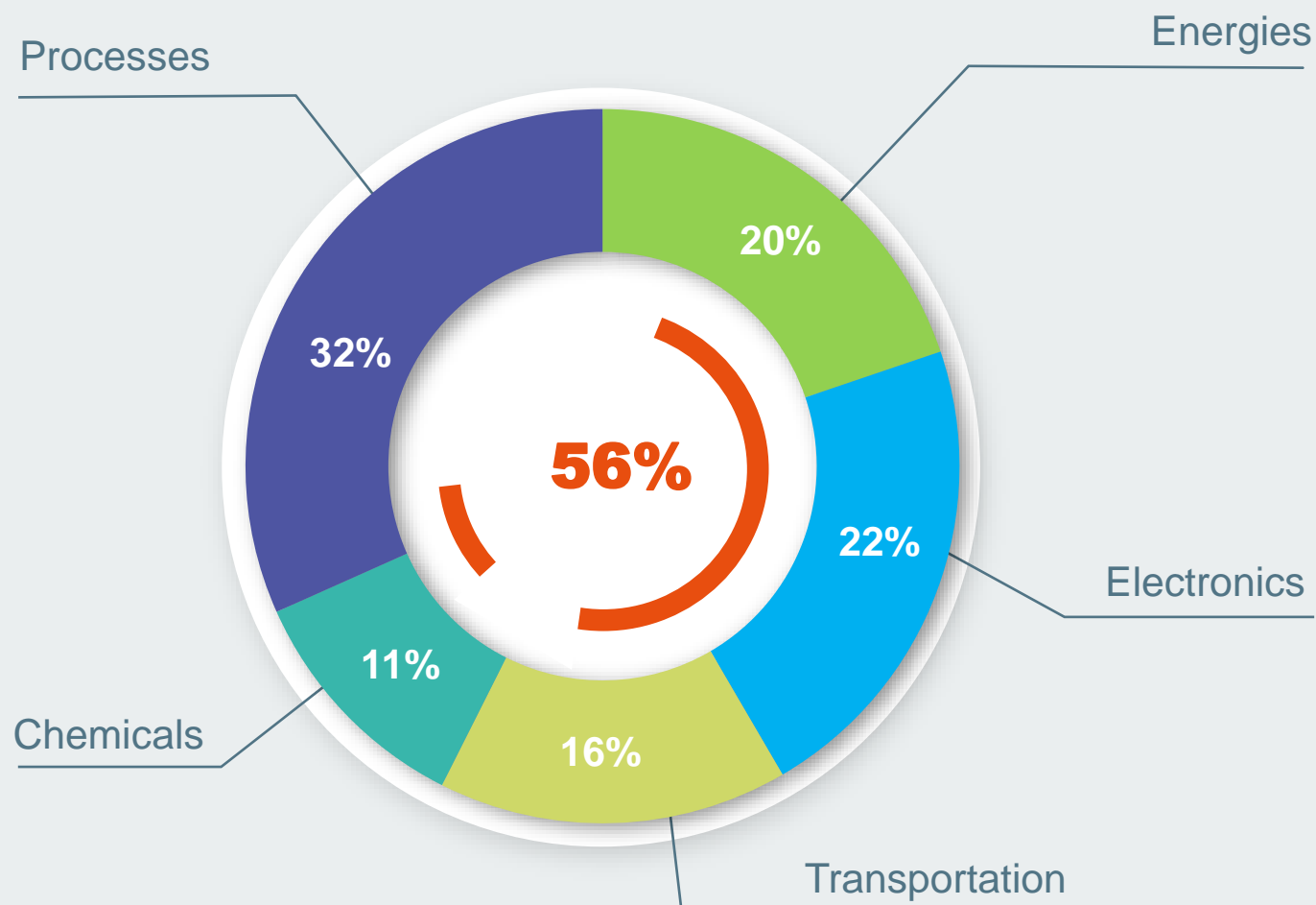
Lower Governance Risk = 1
 Higher Governance Risk = 10
 Higher E&S Disclosure = 1
 Lower E&S Disclosure = 10



01

**2021
priorities and
outlook**

Positioned on **buoyant sustainable development markets**



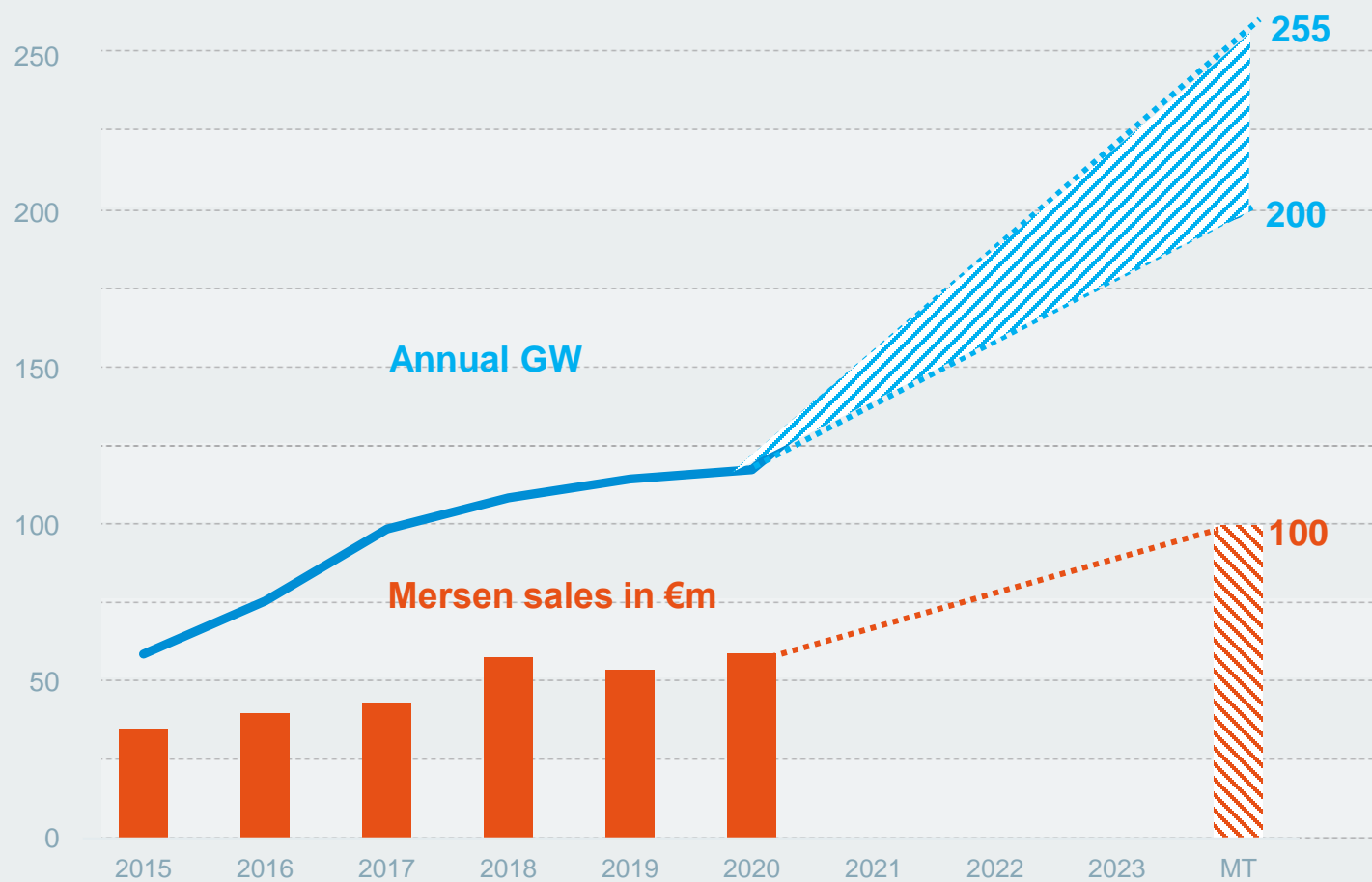
56% of sales for sustainable development markets
Stable sales in 2020 vs 2019

... offering growth opportunities in the short and medium-term



		2020	2021	2022-2023 trend
Energy	+ Solar power	↗ ↗	↗ ↗	↗ ↗
	+ Wind power	→	→	→ ↗
	Conventional energy	↘	→	→
Electronics	+ Manufacture of SiC semi-conductors	→	↗ ↗	↗ ↗
	+ Manufacture of Si semi-conductors	↘	→ ↗	→ ↗
	+ Power electronics	↘	→ ↗	↗
Transportation	+ Rail	↘	→	↗
	Aeronautics	↘ ↘ ↘ ↘	↘ ↘	→
	+ Electric vehicles	→	→	↗ ↗
Chemicals	Corrosive chemicals	↘ ↘	→	→
Processes	Process industries	↘ ↘ ↘	↗ ? ↗ ↗	↗

Solar: significant potential for Mersen **by focusing on premium offer**



Sources: IHS, Solar Power Europe October 2020

Expected market growth of **15% per year on average**

Developing technology: **Increase in size of cells (from 152 mm to 210 mm)**

Mersen's positioning on a comprehensive **premium offer**

Isostatic graphite, insulation, C/C composite
Electrical protection for high-power industrial facilities

Mersen's expertise applied to premium solar power

ADVANCED MATERIALS SEGMENT



Graphite anticorrosion systems for HCl synthesis



CVD reactors



Graphite electrodes

Polysilicon manufacturing



1,400°C CZ processes

Monocrystalline silicon ingot manufacturing

75% of business

WACKER

LONGi Solar
中环
ZHONGHUAN

Jinko Solar

ELECTRICAL POWER SEGMENT



Solar panel protection



Energy storage and conversion

25% of business

ENGIE

Schneider Electric

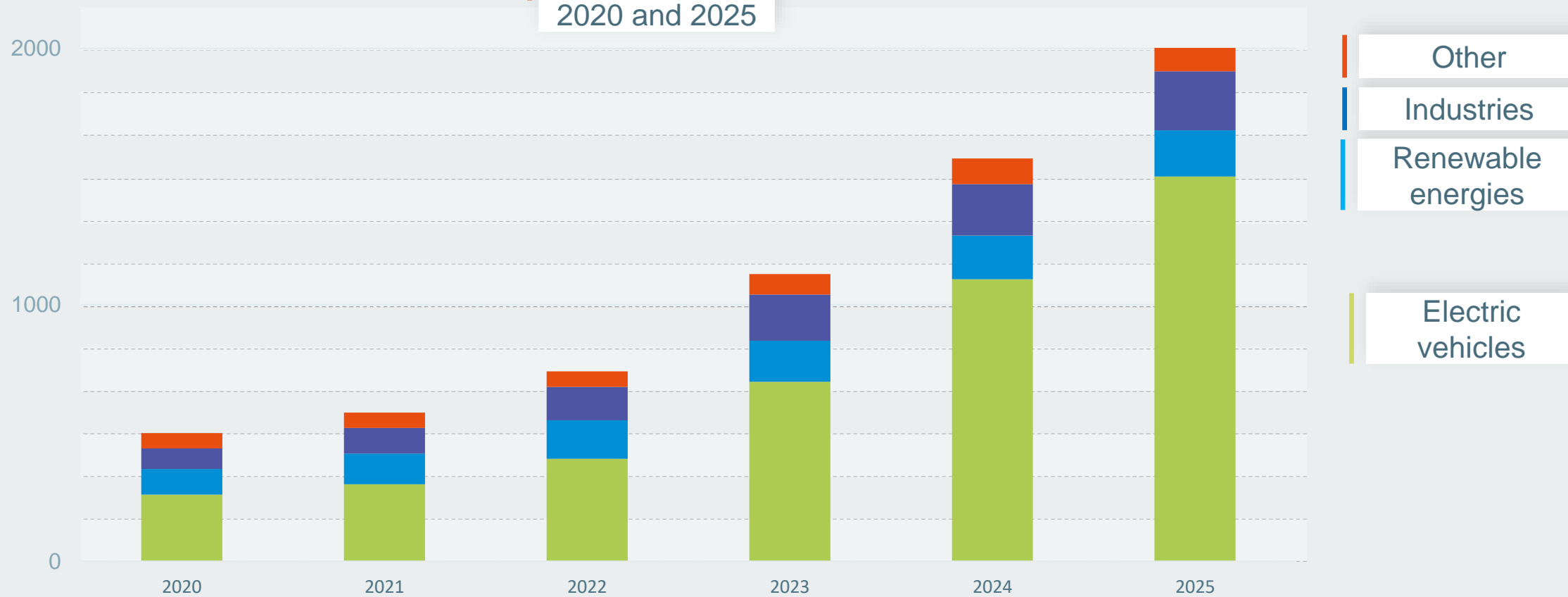
POWER ELECTRONICS

TMEIC

2020
SALES
€60M

Growth of the SiC semiconductors market is set to **accelerate** in line with EV market growth

USD million

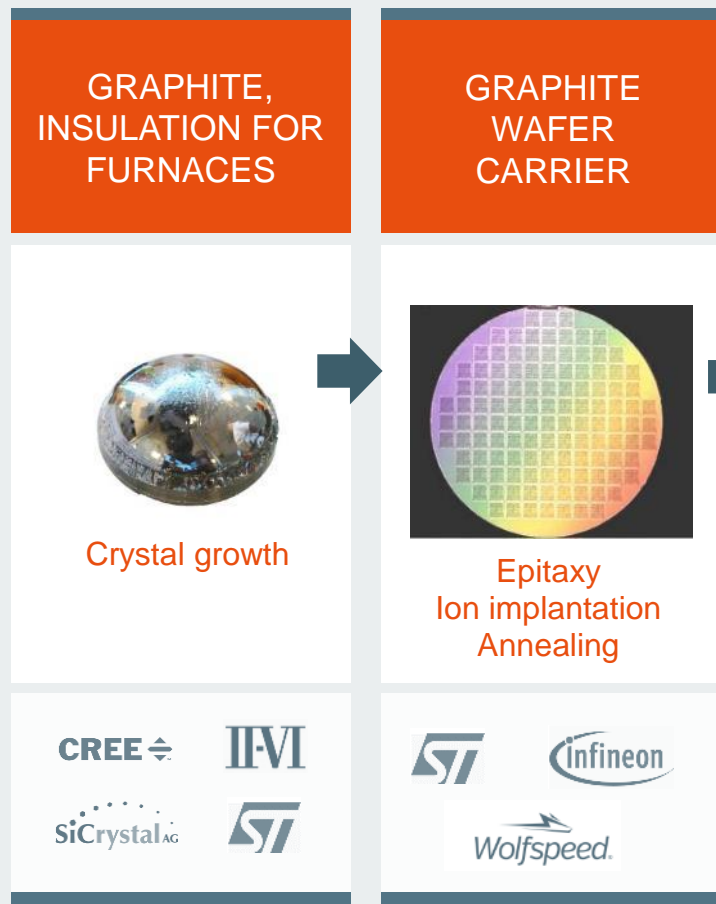


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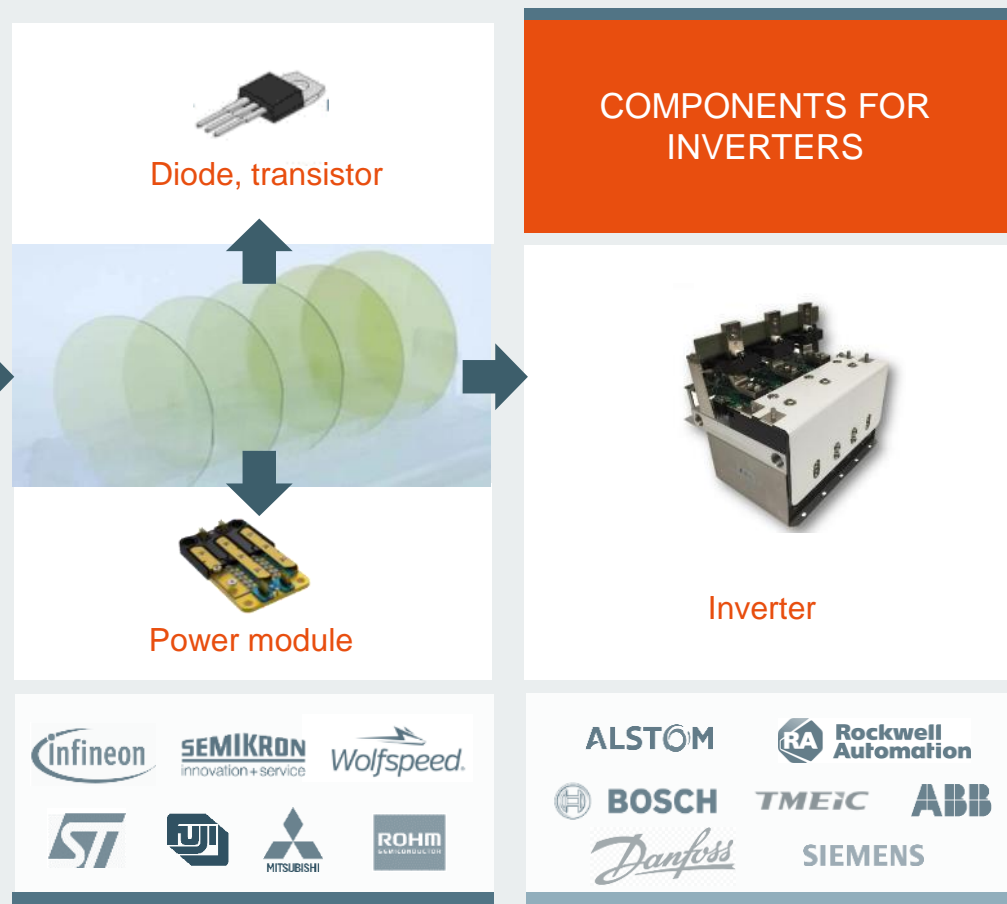
Mersen's expertise in SiC semiconductors



ADVANCED MATERIALS SEGMENT



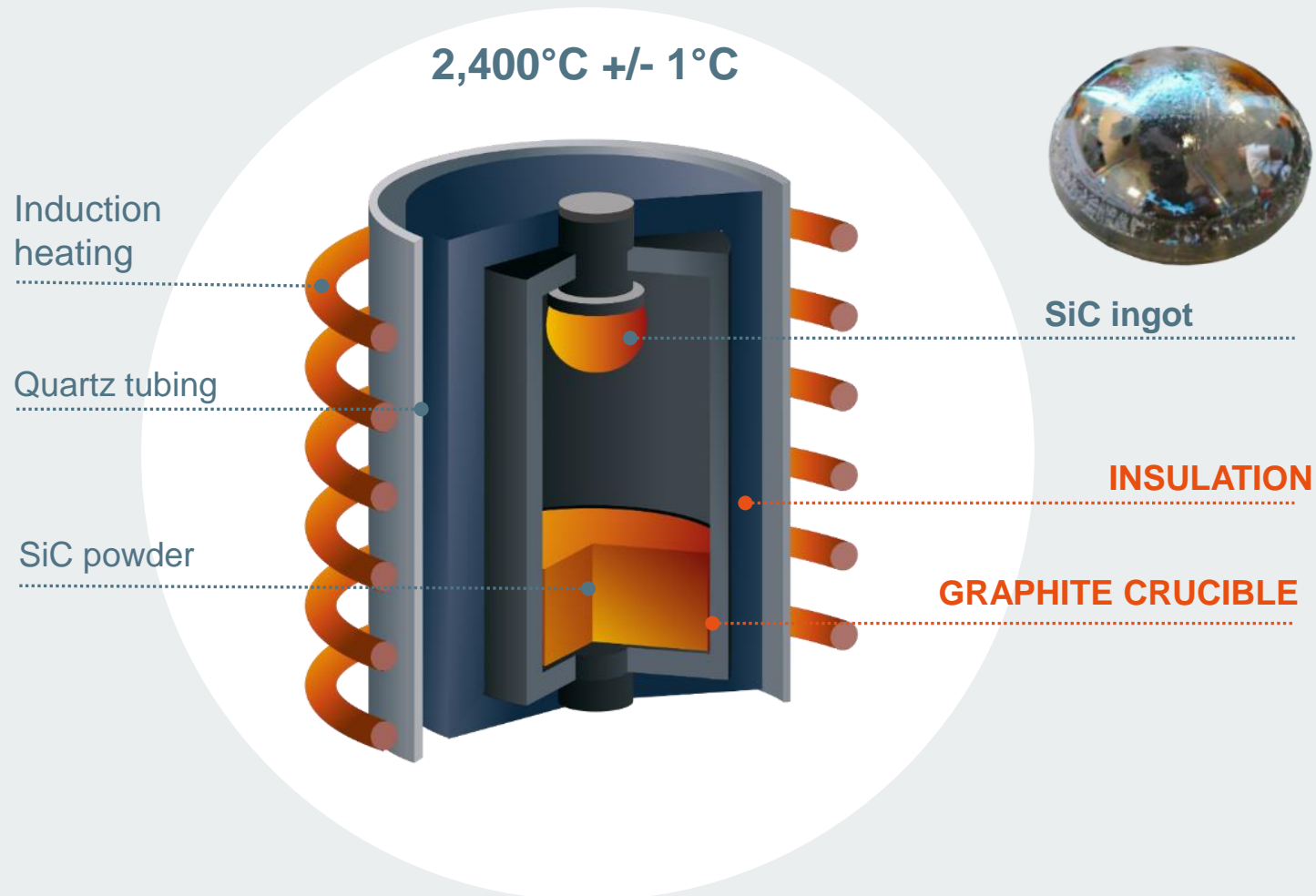
ELECTRICAL POWER SEGMENT



End markets



Graphite and insulation determine the quality of silicon carbide wafers and therefore the **cost** of semiconductors



2020 SALES
€30M

Unique position in the sophisticated and intricate SiC manufacturing process



Key products for ingot **quality**
(and therefore process efficiency):

- Purity of graphite
- Insulation properties



Expertise through long-standing ties
with pioneers in the industry for over 20
years



MID TERM
ANNUAL SALES

€50-60M



**High-performance industrial
system** in which we continue to invest

- Investments in Europe from 2019 to 2021: €12m
- Investments in Americas
(Americarb + Columbia): €6m



Present across all geographies, close
to industry players

- Long-standing leaders
- New entrants (China, 5G)
- Startups, universities, etc.

Electric vehicles: Market growth **is accelerating**

Number of electric vehicles
Individuals >400V sold per year
(thousands)



Source: Mersen estimates

+ Mersen's offering for EV/HEV applications

BATTERY MODULE



Fuse

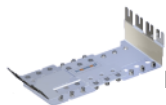


Monitoring busbar

INVERTER



Capacitors



Busbar

ELECTRICAL PROTECTION OF VEHICLES



Main fuse



Hybrid fuse



Auxiliary fuse

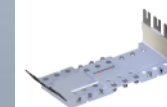
RAPID CHARGING STATION 50kW-100kW



SPD



Fuse



Busbar

2020
SALES
€15M

Mersen is successfully adapting to this **new market and these new customers**



RELATIONS WITH

- Traditional car manufacturers
- New entrants
- Tier-one suppliers for manufacturers
- Battery manufacturers



FIRST CONTRACT WON

- Marquardt
- Contract over the duration of the platform (5 to 7 years)
- Production launch: 2022



TECHNICAL INNOVATION

- Joint collaboration with Autoliv on Hybrid fuse
- Target: EV>800V



GLOBAL PRESENCE

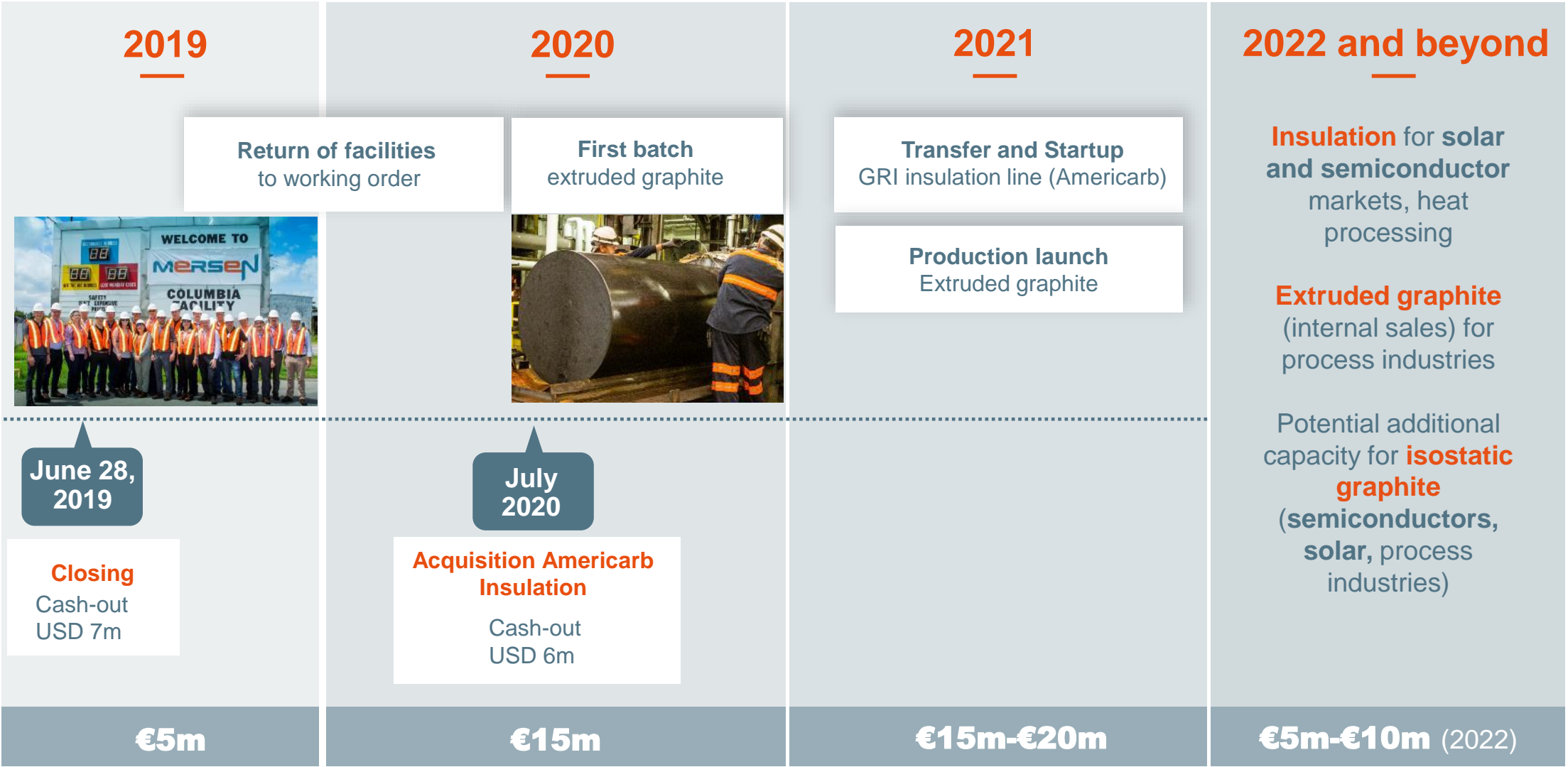
- Eventually, 3 dedicated plants in 3 key regions
- Dedicated teams
- Certified sites



MID-TERM
ANNUAL SALES

€40-70M

Columbia, additional capacity to serve our growth markets



Continued industrial optimization



HEALTH AND SAFETY: THE PRIORITY

- Accident frequency rate: 1.54 (medium-term target <1.4)
- Severity rate: 64 (medium-term target <60)



OPTIMIZATION OF INDUSTRIAL SITES

- Enhanced manufacturing efficiency on Europe's electric fuse market (Fusetech)
- Modernization of two plants in China (fuses, graphite for semiconductor market)
- Large digital projects and MES (Manufacturing Execution System)



REDUCED ENVIRONMENTAL FOOTPRINT

- Target to reduce GHG emissions intensity by 20% by 2025
- Increase in waste recycling rate (60% in 2020 vs 46% in 2018)