

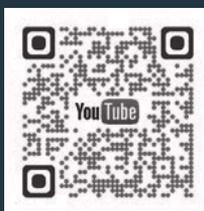
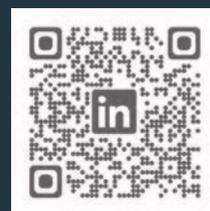
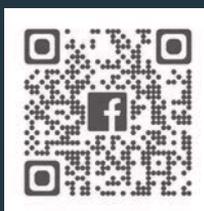


PRESS KIT

MAY 2017



FOLLOW MERSEN ON SOCIAL MEDIA



MERSEN

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CS10077 - F92066 La Défense Cedex
Tel.: +33(0) 1 46 91 54 00

« WE HELP
TO ADVANCE
TECHNOLOGICAL
PROGRESS
ACROSS
THE GLOBE. »

LUC THEMELIN
CHIEF EXECUTIVE OFFICER



With technology, it's not just how much expertise you possess but also whether you are using the right technology for the job and whether you are achieving excellence.

Today, Mersen has established a global reputation for its electrical power and advanced materials expertise and approach because we endeavor to design innovative solutions truly geared to your day-today requirements— innovative solutions that make our customers' products and services even more compelling.

To do this, it is essential for us to be in a position to deliver the best possible solution or process by building on the products and services providing the best fit.

In our continuing quest for excellence, we put our technological expertise, constant innovation and close customer relationships to work on a daily basis. As a partner striving to enhance the performance of your production operations, we don't just know your area of business, we play a central role in your technologies.

CORPORATE GOVERNANCE

MEMBERS OF THE EXECUTIVE COMMITTEE



Luc Themelin
Chief Executive Officer

Thomas Baumgartner
Group Chief Financial Officer



Gilles Boisseau
Group Vice President, Electrical Power



Christophe Bommier
Group Vice President, Technology, Research, Innovation and business support



Didier Muller
Group Vice President, Asia and South America



Thomas Farkas
Group Vice President, Strategy and M&A



Eric Guajioty
Group Vice President, Advanced Materials



Jean-Philippe Fournier
Group Vice President, Operational Excellence



Estelle Legrand
Group Vice President, Human Resources



MEMBERS OF THE BOARD OF DIRECTORS

Olivier Legrain*
Chairman of the Board of Directors
Chairman of the Strategy Committee

Isabelle Azemard

Yann Chareton

Michel Crochon*

Catherine Delcroix*

Carolle Foissaud*

Dominique Gaillard

Edward Koopman

Bénédicte Levinson

Henri-Dominique Petit*

Chairman of the Audit and Accounts Committee

Thierry Sommelet

Ulrike Steinhorst*
Chairman of the Governance and Remuneration Committee

*Independent

MERSEN

GLOBAL EXPERT IN ELECTRICAL POWER
AND ADVANCED MATERIALS



2016 SALES OF
€764M



6,110
EMPLOYEES
INCLUDING 1,500
IN FRANCE



PRESENCE IN
35
COUNTRIES

**THE GROUP, WHICH WAS CREATED
AT THE END OF THE 19TH CENTURY,
USED TO BE CALLED CARBONE LORRAINE
FROM 1937 TO 2010**

LEADERSHIP POSITIONS

ADVANCED MATERIALS

Three businesses related to carbon materials.

N°1

WORLDWIDE IN GRAPHITE-BASED ANTI-CORROSION EQUIPMENT

N°1

WORLDWIDE IN BRUSHES AND BRUSH-HOLDERS FOR INDUSTRIAL ELECTRIC MOTORS

N°2

WORLDWIDE IN HIGH TEMPERATURE ISOSTATIC GRAPHITE APPLICATIONS

**TECHNOLOGY LEADER
PROTECTED BY MAJOR
BARRIERS TO ENTRY**

ELECTRICAL POWER

Two businesses that serve the electrical power markets – solutions for power management (mainly for power electronics) and electrical protection and control.

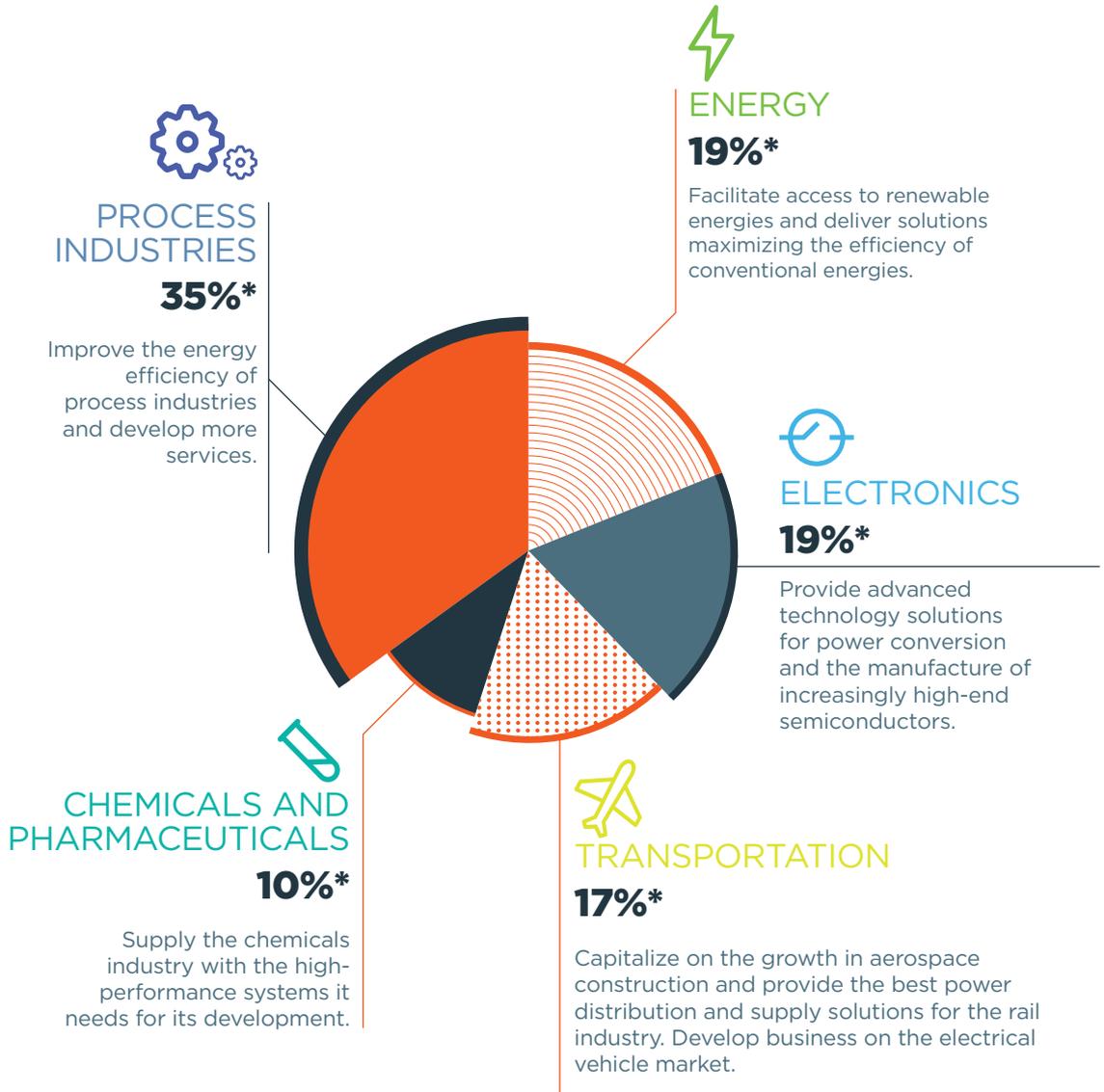
N°1

WORLDWIDE IN THE SUPPLY OF PASSIVE POWER ELECTRONICS COMPONENTS

N°2

WORLDWIDE IN INDUSTRIAL FUSES

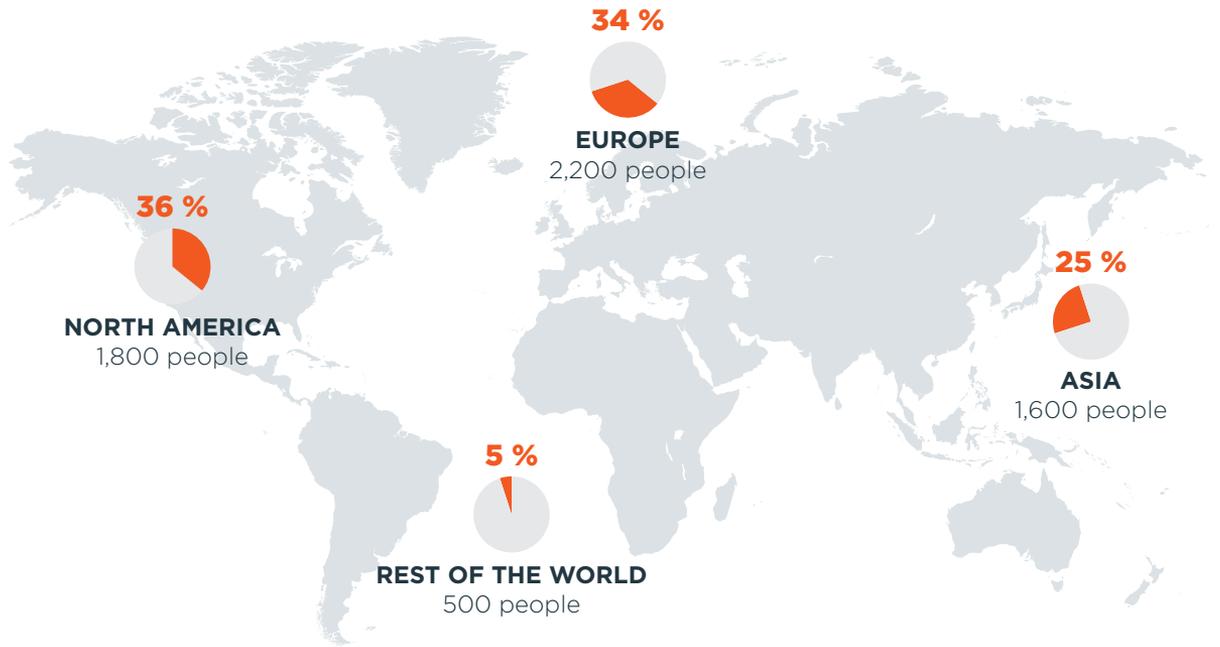
DIVERSIFIED AND BALANCED MARKETS



*Portion of 2016 sales

**MERSEN IS PRESENT
IN MARKETS WITH
GROWTH DRIVEN
BY UNDERLYING TRENDS**

A GLOBAL PRESENCE



Sales as a % of 2016 figures

Number of employees at December 31, 2016



PRESENCE IN
35
COUNTRIES
AROUND
THE WORLD



13
FACILITIES WITH
MORE THAN 125
EMPLOYEES



**A GLOBAL PRESENCE TO SERVE CUSTOMERS
AND TO CONTRIBUTE TO THE GROUP'S
INDUSTRIAL COMPETITIVENESS**

AN AMBITIOUS INNOVATION POLICY

CENTERS OF EXPERTISE CLOSE TO THE CUSTOMERS

- **200** experts
- **3%** of employees
- Local teams **adapted to the needs and the culture** of their geographical area



Safety of electrical vehicles

- Hybrid protection device and DC fuse for electrical vehicles

New silicon carbide applications

- SiC heat exchanger for the pharmaceutical industry
- Continuous flow reactor in partnership with Corning
- Scan mirrors for optical industry, laser cutting, radar....



EXAMPLES OF RECENT INNOVATIONS



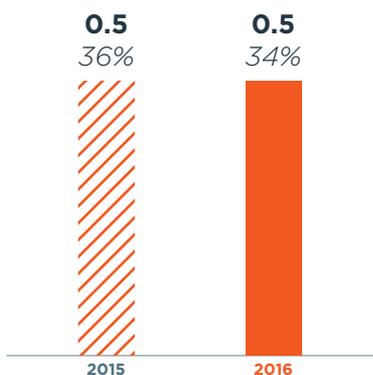
Rigid and flexible carbon insulation

- for electronics and semi conductors
- heatshield for space vehicles

MERSEN PROVIDES ITS CUSTOMERS WITH A HIGH ADDED VALUE, THANKS TO ITS KNOWLEDGE OF THEIR CHALLENGES AND ITS ABILITY TO DESIGN SOPHISTICATED PRODUCTS

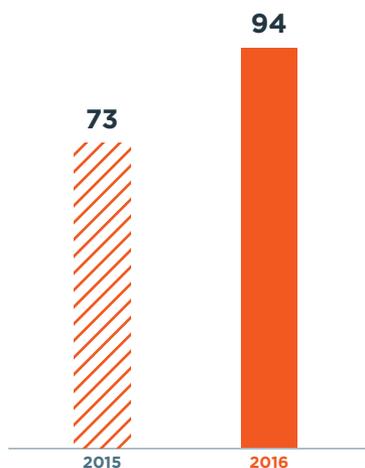
A SOLID FINANCIAL STRUCTURE

DIVIDEND POLICY MAINTAINED



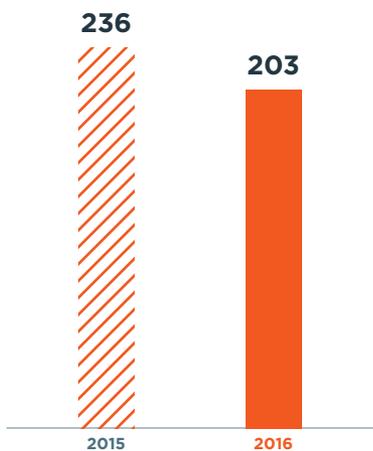
Dividend per share in €
Pay-out ratio before exceptional items
and industrial investments in €m

STRONG CASH FLOW GENERATION



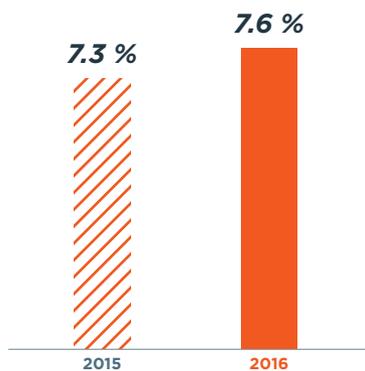
Operating cash flow before
non-recurring items and capital
expenditure in €m

NET DEBT REDUCTION



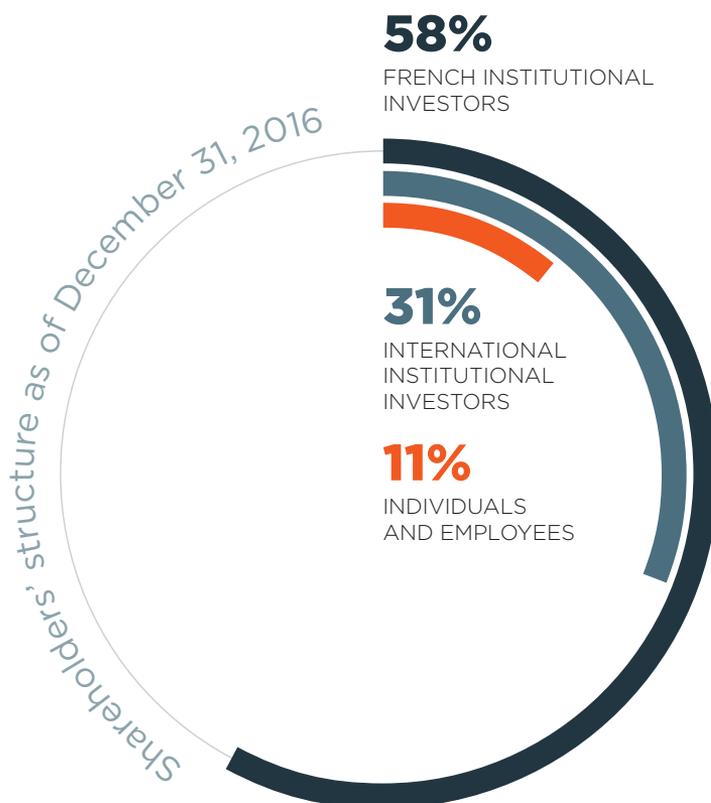
Net Debt in €m

RETURN ON CAPITAL EMPLOYED (ROCE)



ROCE in %

MERSEN SHARE



- **Euronext** Compartiment B
- **ISIN Code:** FR0000039620
- **Bloomberg** : MRN:FP
- **Reuters** : CBLP.PA.
- **Indices** : CAC Allshares, CAC Mid&Small, Next 150, Tech 40
- **Number of shares at December 31, 2016:** 20,471,854

Main shareholders (at December 31, 2016):

- Ardian: **18%**
- Bpifrance Investment and CDC: **16%**
- Sofina : **8%**



GLOBAL EXPERT IN
ELECTRICAL POWER
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WWW.MERSEN.COM