

2025 Annual Results

March 18, 2026



Salvador Lamas

CHIEF
OPERATING OFFICER

Luc Themelin

CHIEF
EXECUTIVE OFFICER

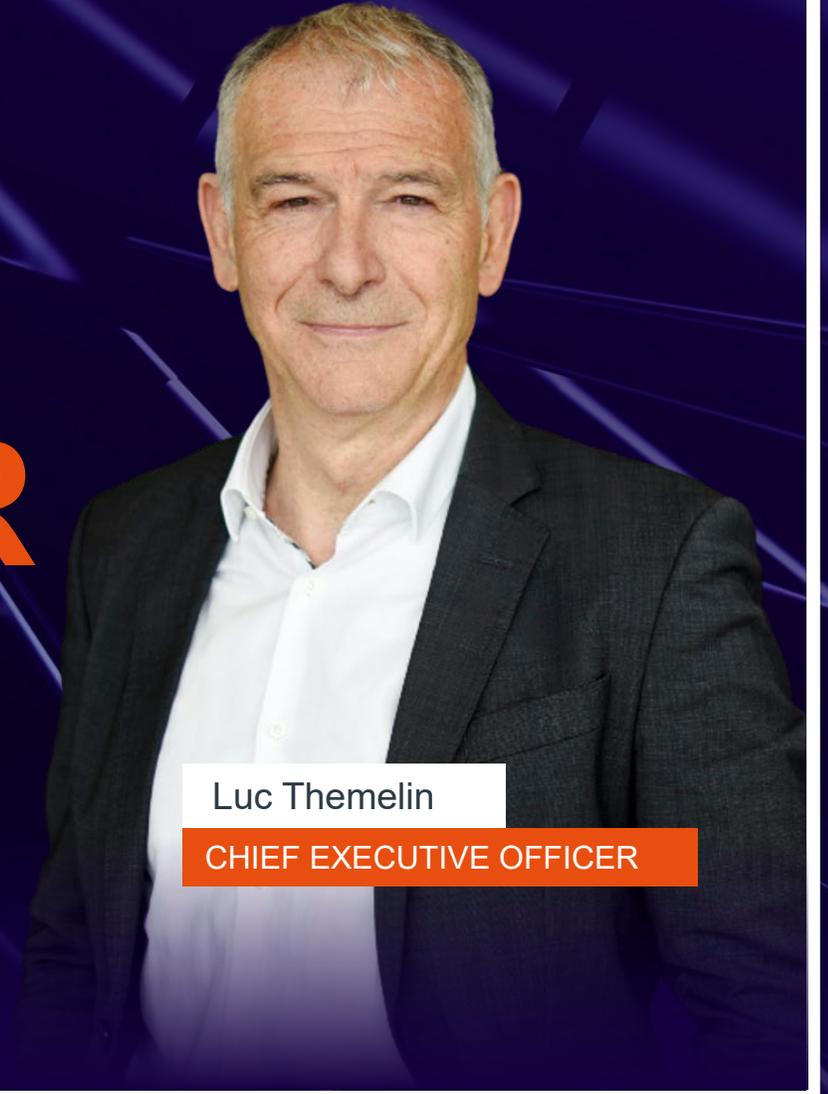
Thomas
Baumgartner

CHIEF
FINANCIAL OFFICER

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2025:

A RESILIENT YEAR



Luc Themelin

CHIEF EXECUTIVE OFFICER

Key highlights of the year



Business

Success of our innovation
(pantograph) for the
Indian rail market

First nomination from CATL
(China), world number 1 in
batteries

**Recognition of our graphite
expertise** in the United
States with the DLA contract

**Expertise in
energy management**
for electricity grid quality
(HVDC contracts, China, Europe)

**Success of our wide
range of fuses**, boosted by
demand for **data centers**
(United States)

**9 Mersen sites certified
AS/EN9100** for quality
management in the aerospace
industry (Europe, US)



**Preparation
for the
governance
transition,**

with a new
management team

Further CSR progress



CSR

ENVIRONMENT

Decrease in Scope 1 and 2 intensity: **down 50%** vs. 2022

Waste **recycling rate: 73%**
(71% in 2024)

Publication of the full Scope 3 inventory

SOCIAL

Workforce of employees with disabilities
up 66% vs. 2022
(3.1% of the population in 2025)

Skills development:
20h on average per employee

MersenCare:
96% of employees benefit from a profit-sharing scheme



A new 2022-2030 roadmap

New targets

#1

Sales linked to the **energy transition**

#2

Skills development

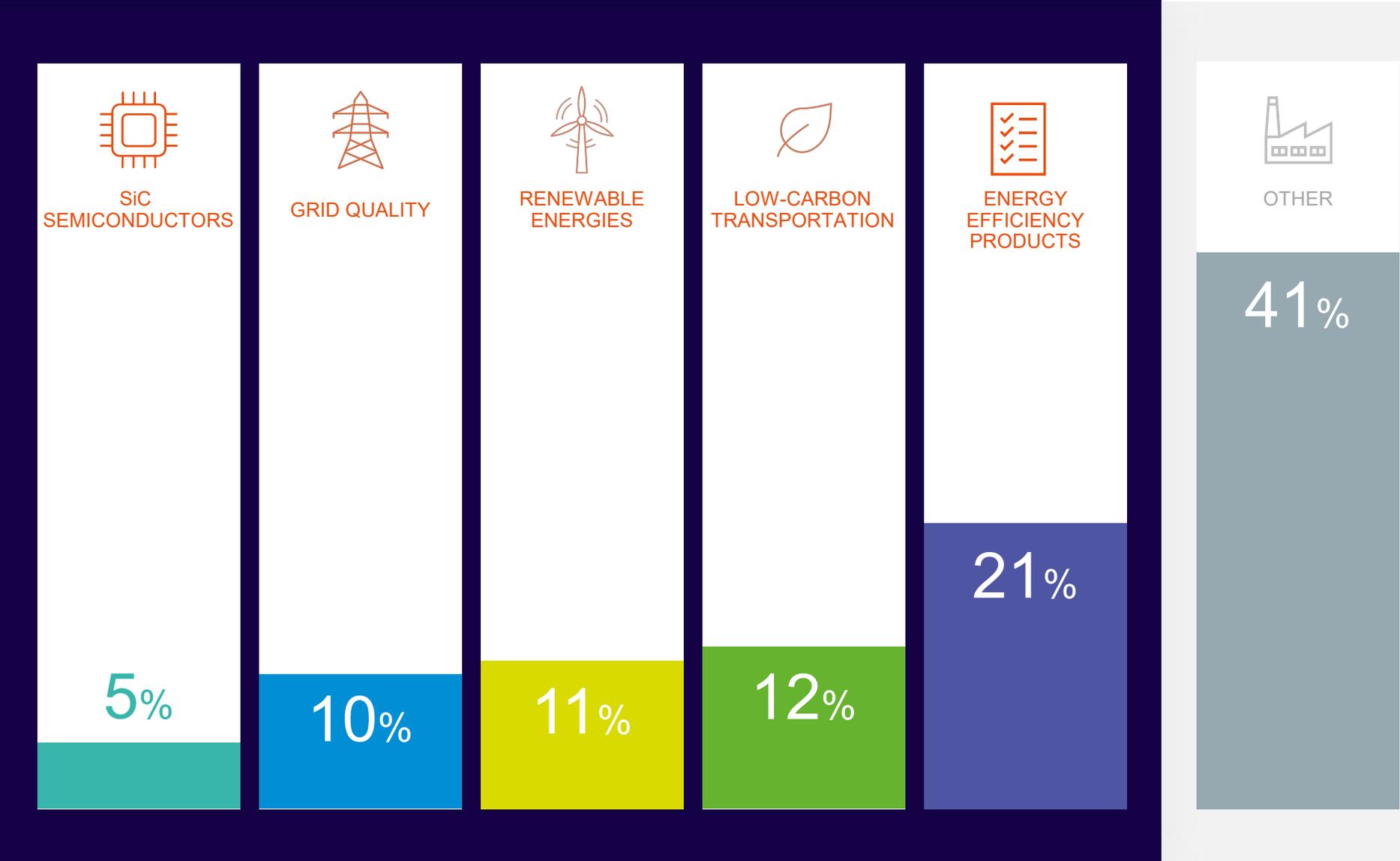
A Group focused on the **energy transition** as a medium-term growth driver

ENERGY
TRANSITION

59%

€1,186m

Breakdown of 2025 sales



Resilient 2025 performance indicators **with a return to positive Free Cash Flow generation**

Sales

€1,186m

-3.2% (organic)

March 2025 guidance

→ *Organic growth between -5% and 0*

Current EBITDA

€190m

16% of sales

March 2025 guidance

→ *EBITDA margin between 16% and 16.5%*

Industrial CAPEX

€129m

March 2025 guidance

→ *CAPEX between €160m and €170m*

Free Cash Flow*

€6m

+ €61m vs 2024

* Operating cash flow, net of capital expenditures, acquisitions of intangible assets, interest paid, and lease liability repayments

Slowdown in the SiC semiconductor market in 2025

AGILITY

in a softer market environment



- Long-term contracts renegotiated for most PVT technology customers
- One-off positive impact in Q2 2025 (sales and EBITDA)

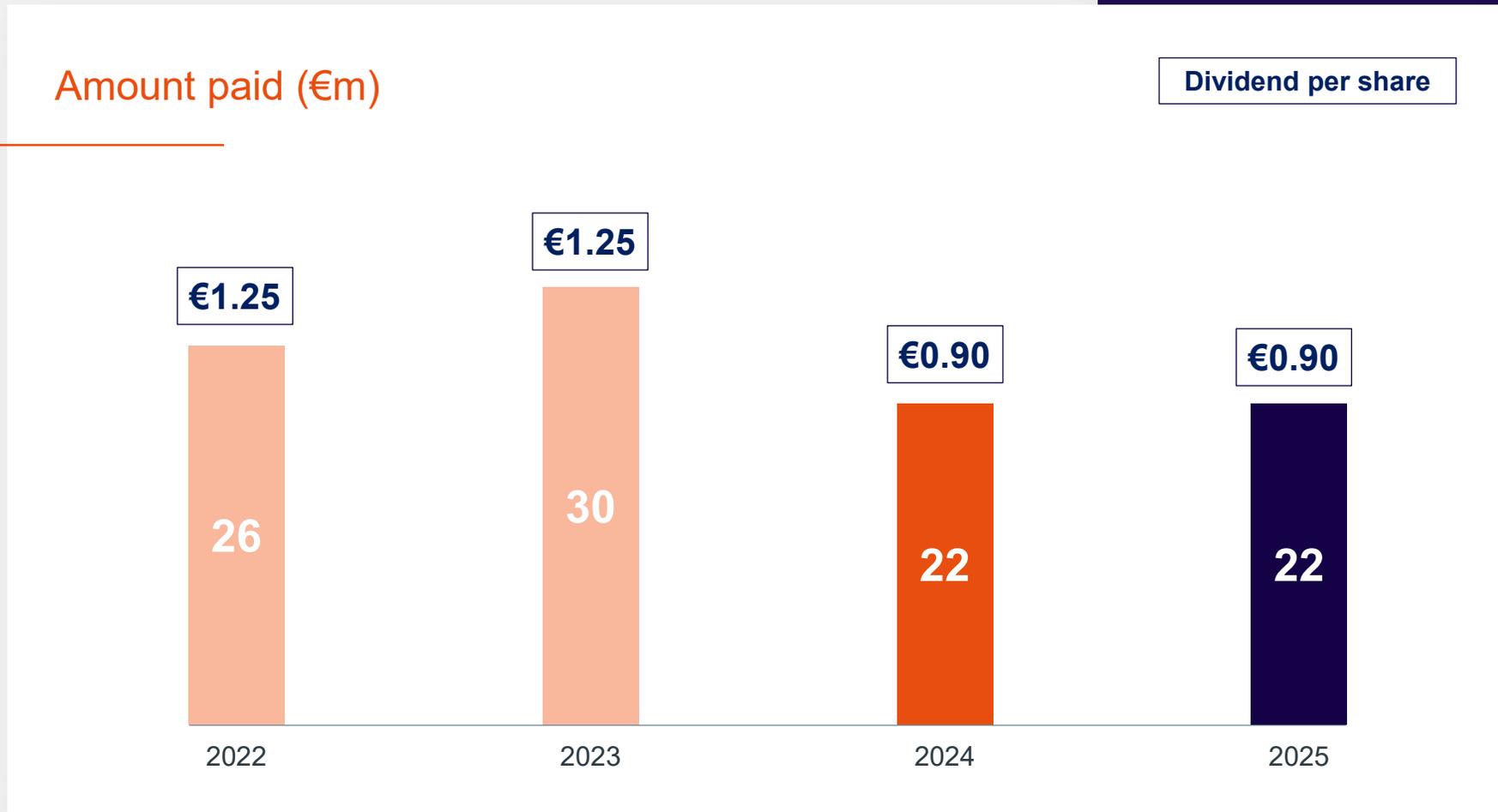
ADAPTATION

required for the new p-SiC[®] technology



- Soitec's planned volumes are being called into question amid the delay in the EV market
- Diversification opportunities identified
- Booking of a non-cash impairment loss of €37 million

Dividend identical to the 2024 level



Payout ratio*

39%

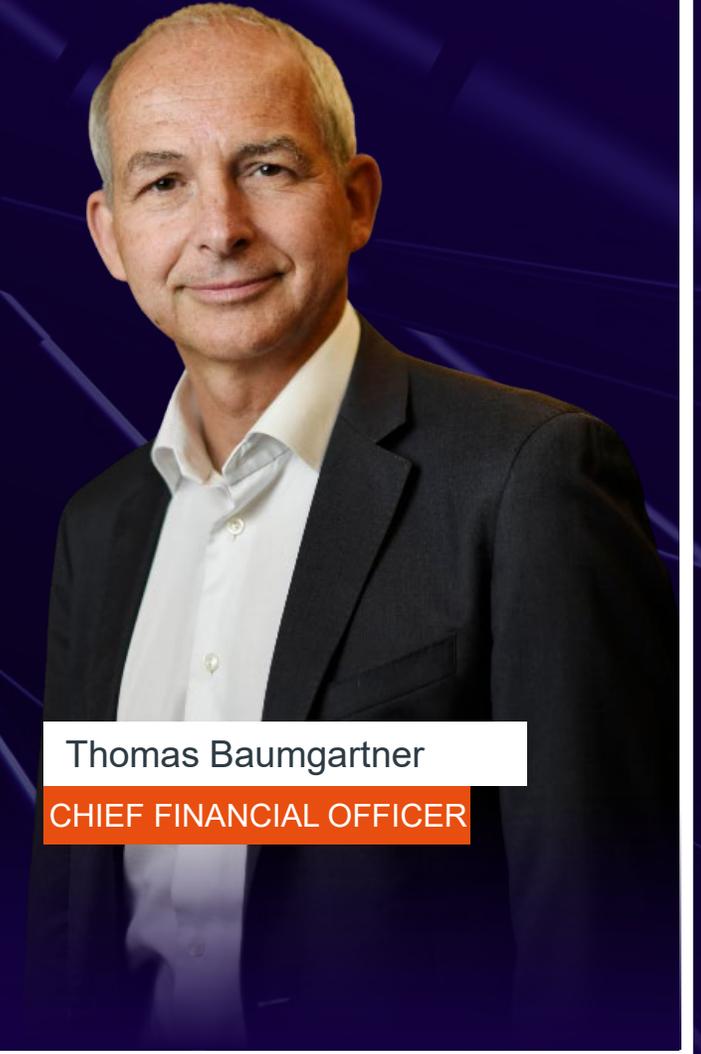
of restated net income**

In line with the Group's dividend policy (30% to 40% payout)

* Dividend/Net income attributable to the Group
** Adjusted for impairment of assets

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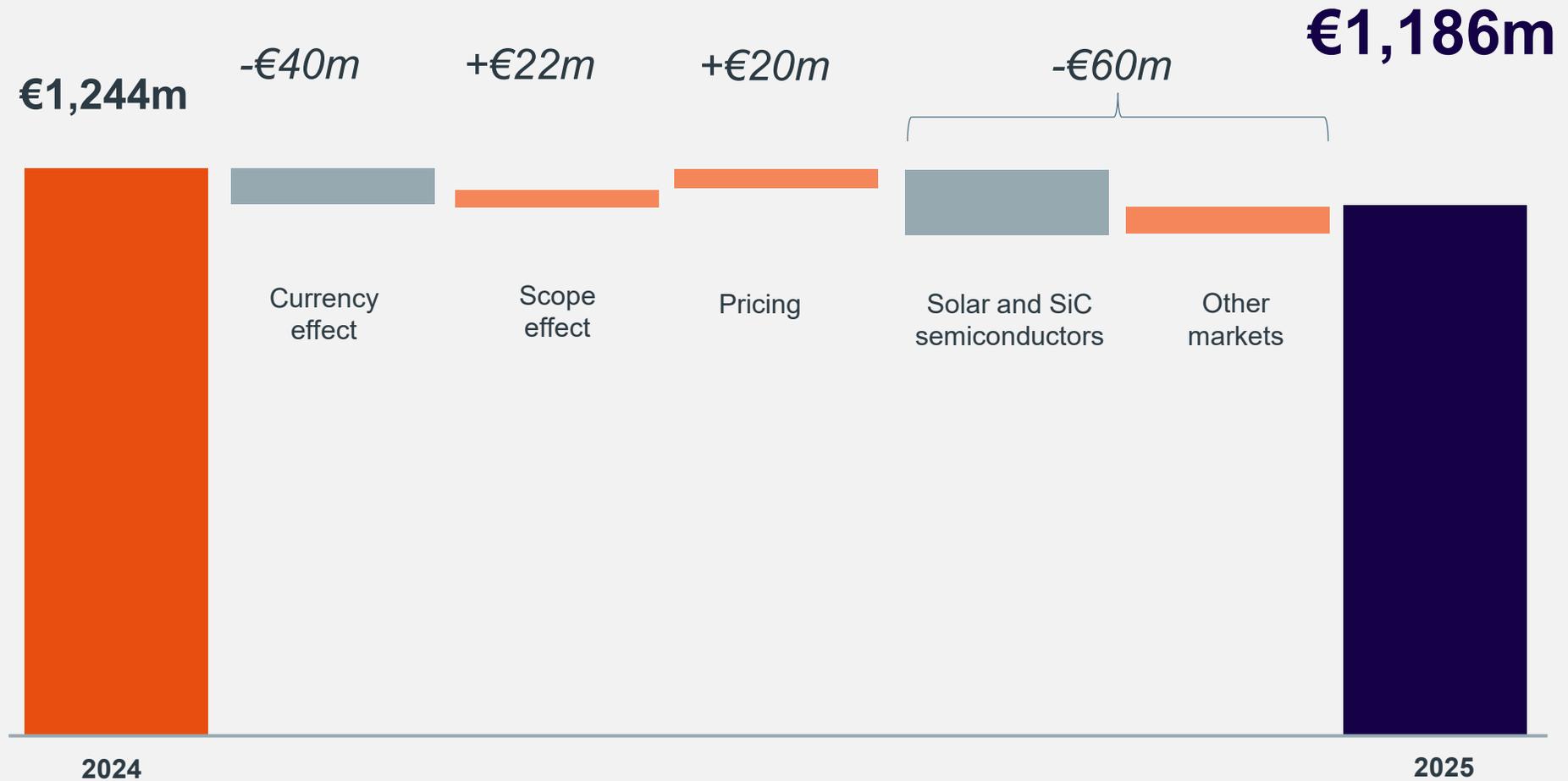
SOLID 2025
operating results



Thomas Baumgartner

CHIEF FINANCIAL OFFICER

2025 sales: scope expansion and pricing power offset currency headwinds



EBITDA and operating income before non-recurring items, in line with guidance

in €m	2024	2025
EBITDA before non recurring items	205.5	190.4
<i>in % of sales</i>	<i>16.5%</i>	<i>16.0%</i>
Depreciation & Amortization	(74.5)	(81.3) 
Operating income before non recurring items	131.1	109.1
<i>in % of sales</i>	<i>10.5%</i>	<i>9.2%</i>

 Increase in amortization not yet compensated by higher volumes

Price increases and productivity measures help **offset inflation**

	In bps
Operating income before non-recurring items 2024	10.5%
Volume/mix effect	-2.4
Adaptation plan	+1.6
Price increase	+1.4
Raw materials inflation	-1.4
Salary inflation	-0.9
Productivity	+1.3
Amortization	-0.9
Exchange rate and perimeter effects	-0.3
Other	+0.3
Operating income before non-recurring items 2025	9.2%

+ 0.4 pt

Increased focus on containing costs and cash flows to adapt to changing markets

Measures

since H2 2024, **to optimize** structurally and **to adapt** to the current context

2024-2026 charges
€23m

2024-2025 cash
€15m



EBITDA gain
2024-2025

~€20m

An action plan

for **inventory management** launched in H2 2024

H2 2024-2025 INVENTORY
REDUCTION

- €63m

at constant perimeter and exchange rates

Strong momentum in the Electrical Power segment

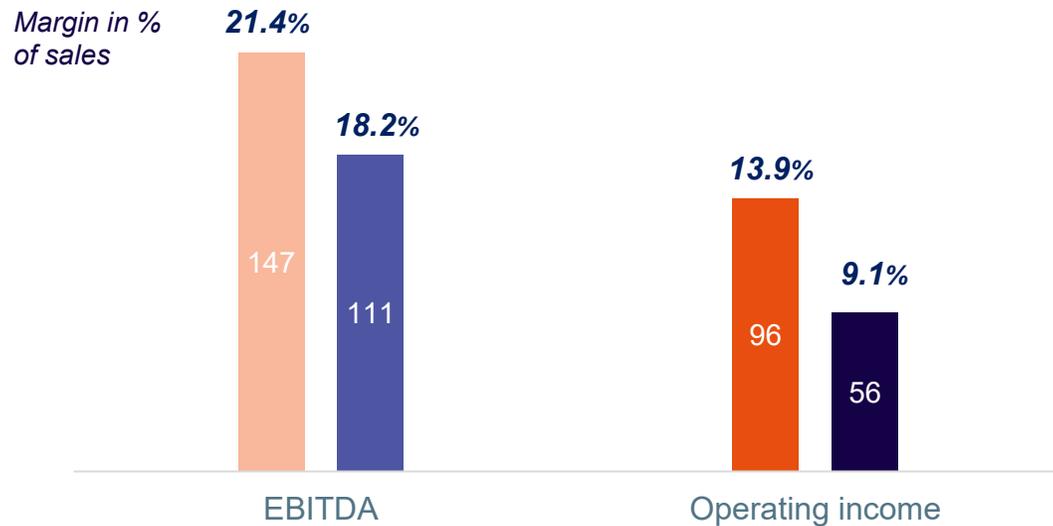
Resilience in the Advanced Materials EBITDA margin

Advanced Materials

52% of sales

2025 organic growth: -11%

→ Profitability impacted by lower volumes and an unfavorable mix, offset by positive effects of the adaptation plan and the renegotiation of SiC contracts

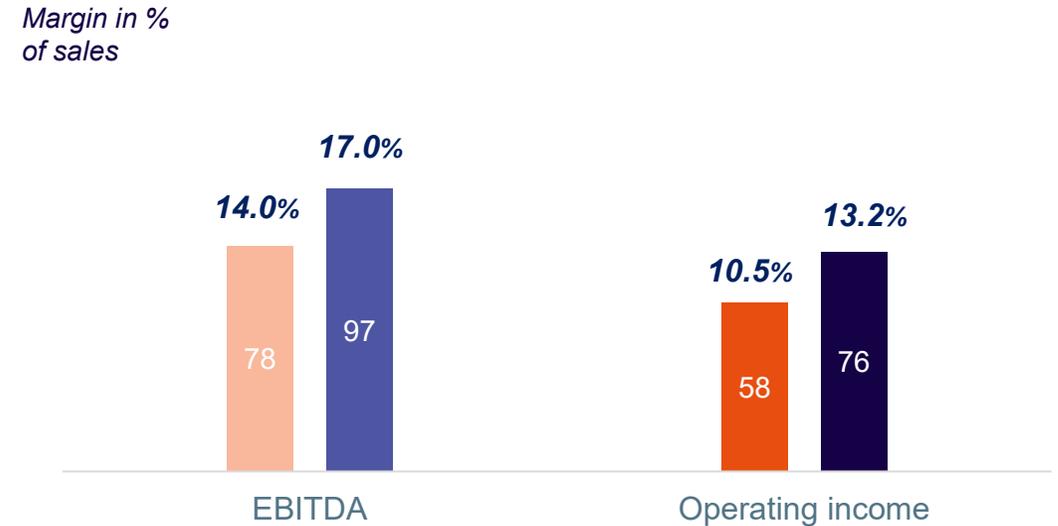


Electrical Power

48% of sales

2025 organic growth: +6%

→ Profitability improved driven by higher volume, price increases and the productivity plan



2024 Current EBITDA

2025 Current EBITDA

2024 current operating income

2025 current operating income

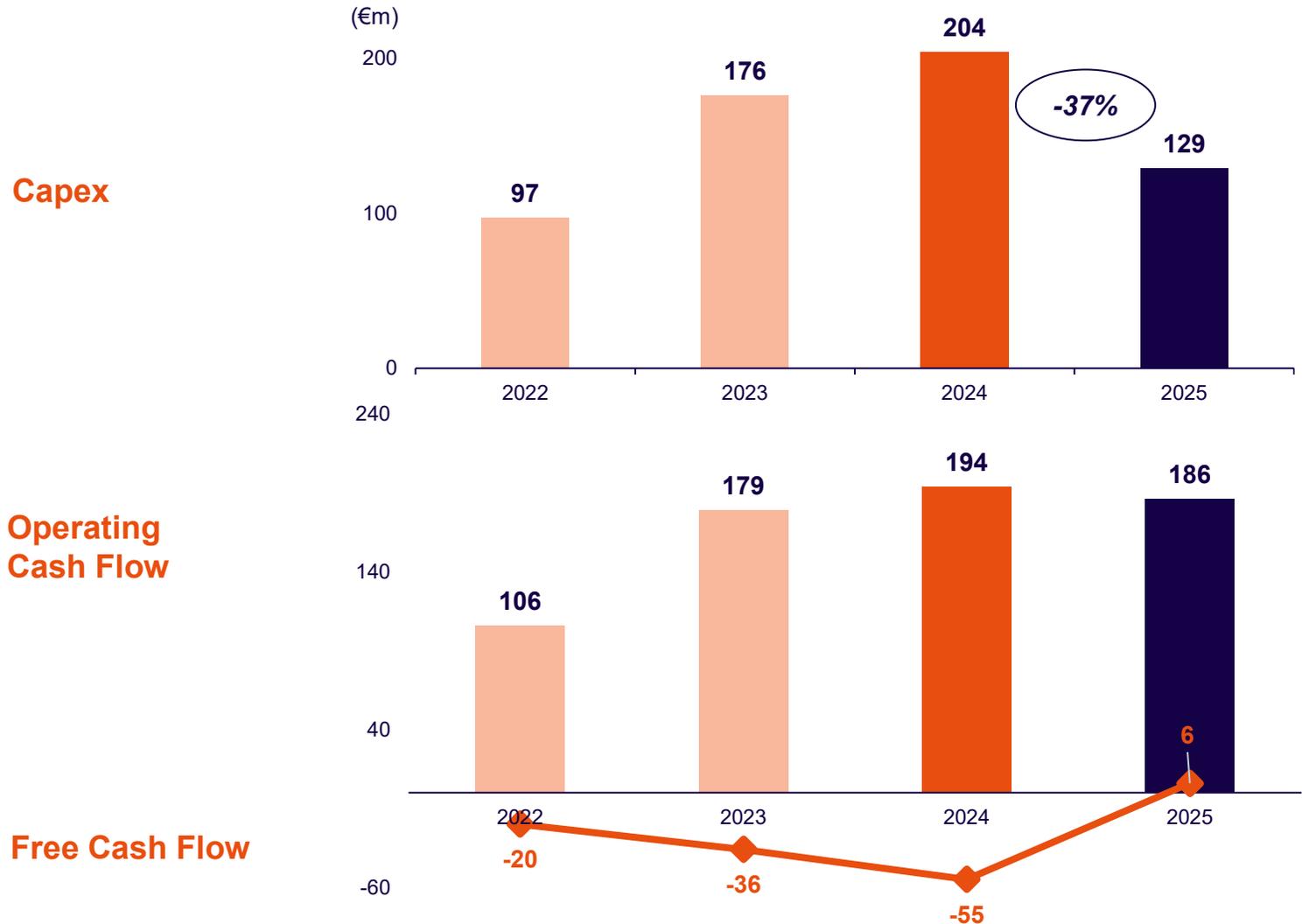
Net income impacted by asset impairments

in €m	2024	2025
Operating income before non-recurring items	131.1	109.1
<i>Non-recurring income & expenses</i>	<i>(23.5)</i>	<i>(52.7)</i>
<i>Net financial expense</i>	<i>(24.0)</i>	<i>(25.8)</i>
<i>Income tax</i>	<i>(22.0)</i>	<i>(17.8)</i>
Net income	61.5	12.8
Net income attributable to owners of the parent	59.0	14.1



⊙ including €45m of asset impairments in 2025 (€37m on the p-SiC[®] project)

Return to positive Free Cash Flow in 2025, one year ahead of schedule



Discipline and selectivity in Capex

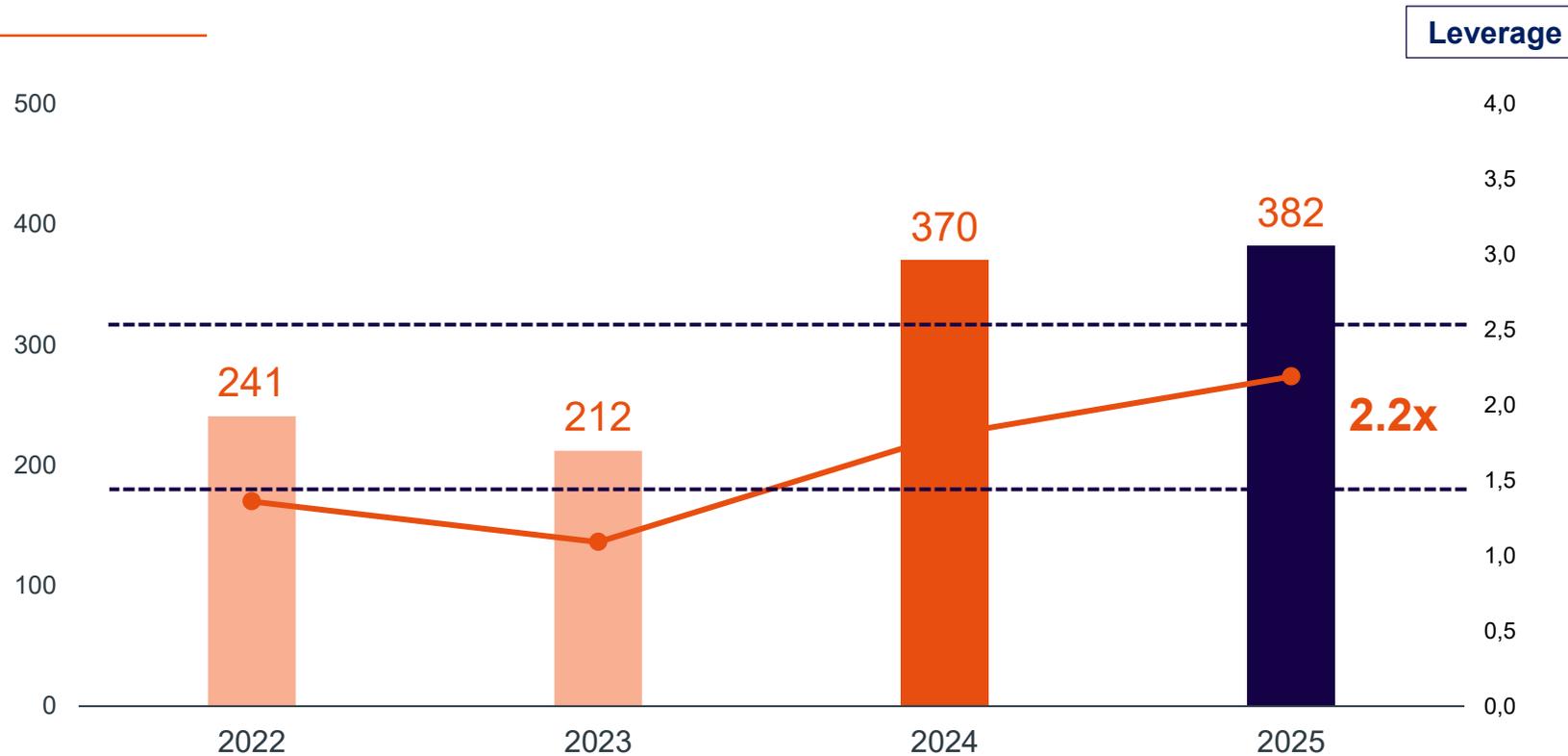
-37%
between 2024 et 2025

Inventory optimization Plan

-€29m
in 2025 excluding exchange rate effects

A robust financial structure

Net debt (€m)



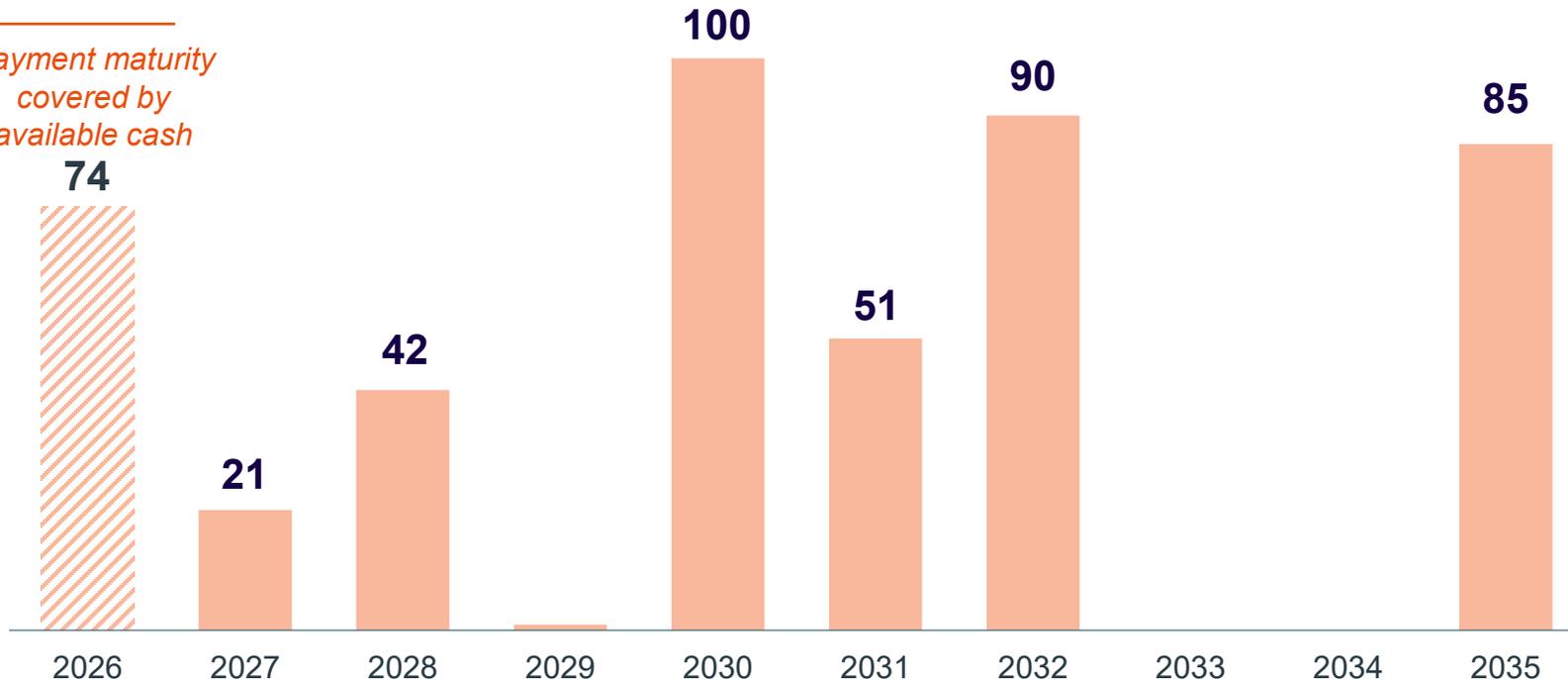
Bank covenants
at 3.5x

Group
Leverage
Policy
between 1.5x
and 2.5x

Strong cash levels to cover medium-term maturities

As of December 31, 2025
(drawn credit lines (€m))

Payment maturity
covered by
available cash



Available cash

~€86m cash

~€320m
(undrawn Group syndicated loan)

Maturity*

5.1 years

Fixed rate

~78%
of gross debt

* Average maturity calculated based on committed authorized facilities.

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ENCOURAGING outlook



Salvador Lamas

CHIEF OPERATING OFFICER

Future prospects built on **strong positioning**

Competitive positioning



World number 1 or 2

#1 isostatic graphite producer

#1 in the design and manufacture of carbon brushes

#2 in industrial fuses

15 to 30%

of market share depending on product line

Competitive advantages



- Graphite **production capacity**
- **Technical barriers to entry:**
graphite formulation, fuse design
- **Sole supplier** of a range of passive components for power conversion
- **Global footprint**

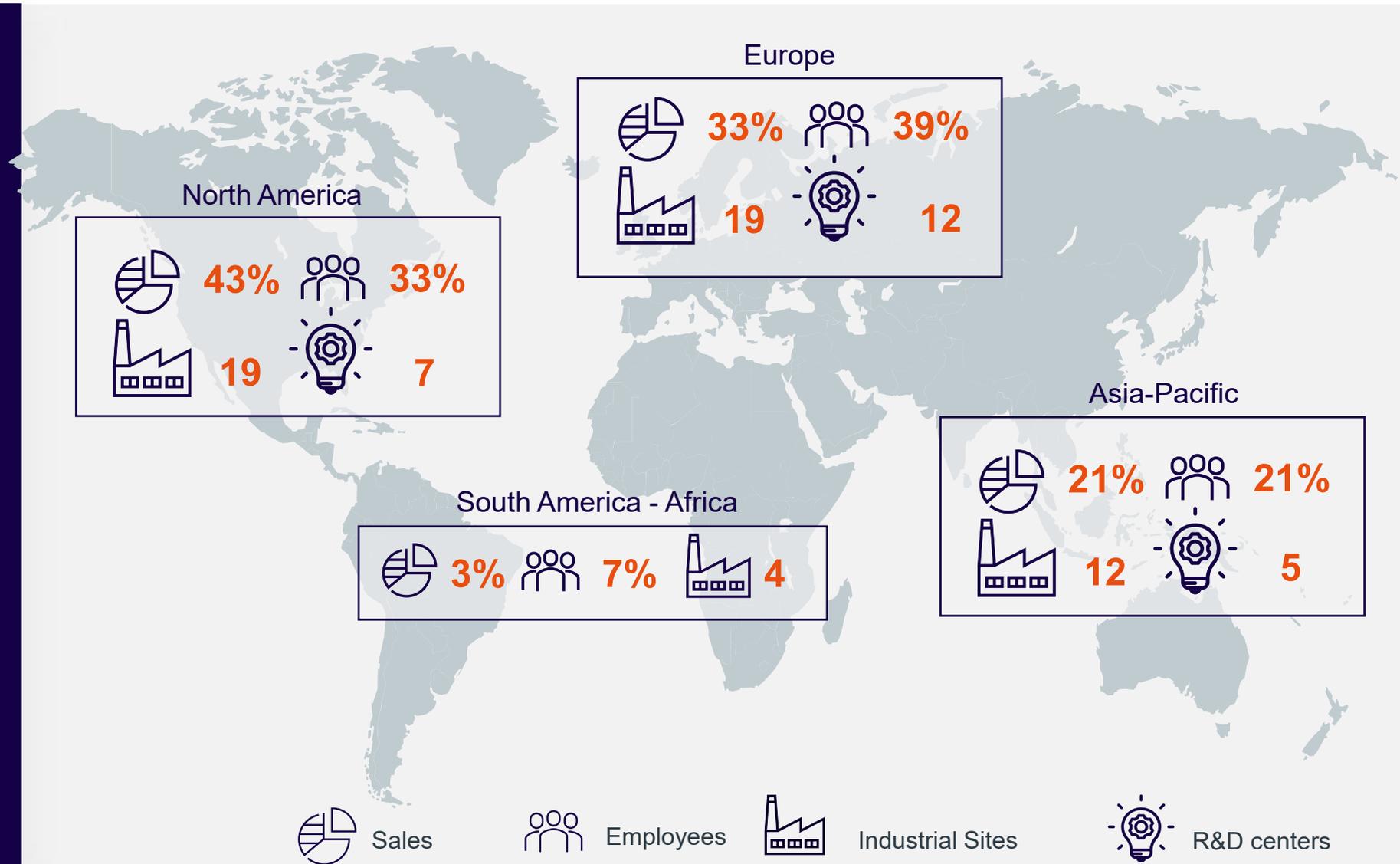
A Group with an extensive footprint

STRENGTHS

Close customer relationships

Limited trade barriers

Limited inter-continental flows



Positioned in structurally fast-growing markets over the **medium to long term**

Renewable energy production

+14% CAGR by 2034

Solar installations

(Source: Fortune Business Insights Feb. 2026)

+7% CAGR by 2034

Wind installations

(Source: Global Market Insights 2025)

Electrical infrastructure and energy storage

+11% CAGR by 2030

Energy storage market

(Source: Grand View Research – Energy Storage Systems market 2023-2030)

Data centers

+11% CAGR by 2034

(Source: Fortune Business Insights - Data Center Market 2026)

Electric vehicles

+13% CAGR by 2032

BEV, HEV

(Source: Fortune Business Insights Feb. 2026)

Rail

+5% CAGR by 2030

Rail systems

(Source: Mordor Intelligence 2025-2030)

Aeronautics

+8% CAGR by 2030

Civil and Military

(Source: Mordor Intelligence 2025)

Business drivers for Mersen

Mid/Long-term



Sales linked to the energy transition

59% of total 2025 sales

2030 objective

Around 65%

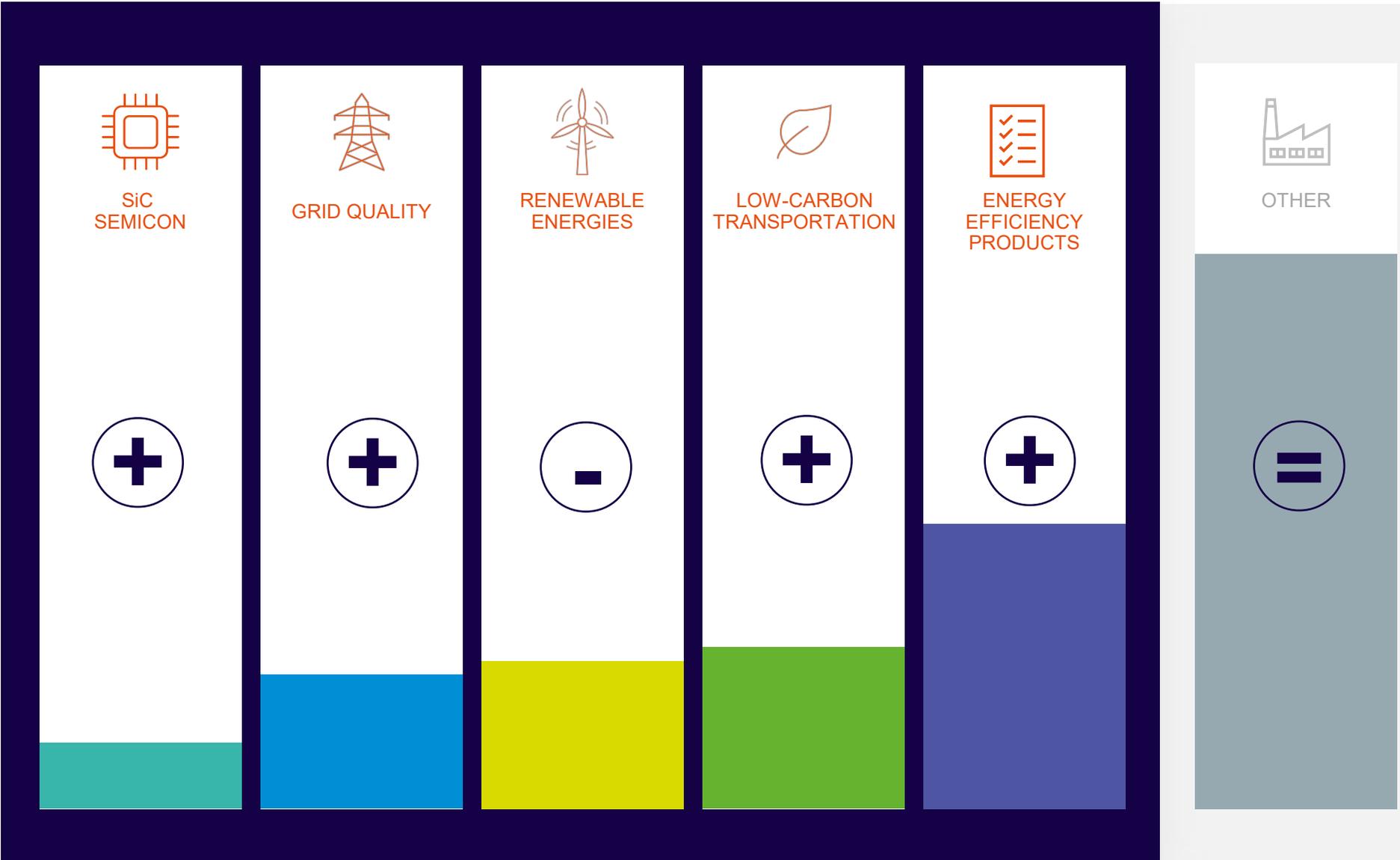
Short-term



-
- **Solar** market still disrupted
 - **EV** (and therefore **SiC**) market inflection point expected in late 2027
 - Continued momentum in **power grids, aeronautics and rail**

2026 market trends for Mersen

2026 trend



2026 Guidance

Main hypothesis:

→ Significant increase in copper and silver prices, largely offset by price adjustments – effective mostly in the second half of the year

ORGANIC GROWTH OF SALES

BETWEEN

2% and **6%**
with a growth in
H2 > H1

EBITDA MARGIN BEFORE NON- RECURRING ITEMS

16%
+/-50bps

OPERATING MARGIN BEFORE NON- RECURRING ITEMS

8.5%
+/-50bps

INDUSTRIAL CAPEX

BETWEEN

€90m and
€100m

A balanced approach to capital allocation

Capital expenditure to deliver growth

Return to normal level of

6.5%

of sales after 2026

Dividend maintained

Return for shareholders

Pay-out policy:
30% to 40% of net income

M&A

Pipeline of opportunities for bolt-on acquisitions

- Product line extensions
- Market share acquisitions

While remaining within the leverage policy (between 1.5x and 2.5x)

2029 medium-term plan confirmed

SALES

**Around
€1,700m**

**EBITDA MARGIN
BEFORE NON-
RECURRING ITEMS**

**19%
+/-50bps**

**OPERATING MARGIN
BEFORE NON-
RECURRING ITEMS**

**12%
+/-50bps**

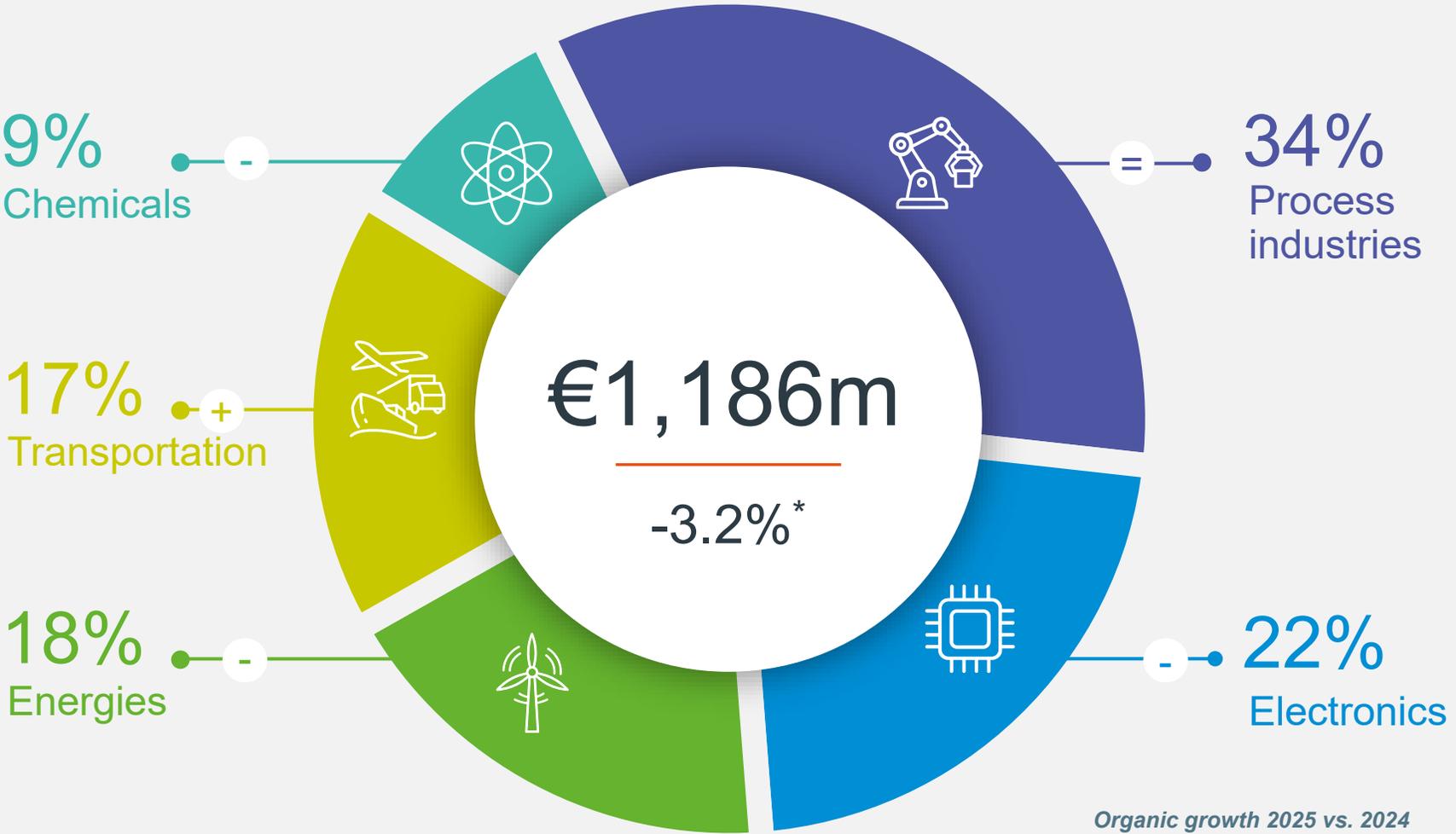
ROCE

**13%
+/-50bps**

Plan based on February 2023 exchange rates, assuming approximately €100m in revenue from acquisitions

APPENDICES

2025 sales by end-market



* Estimated breakdown of 2025 sales and organic trend vs. 2024.

Organic growth 2025 vs. 2024
 + 0% to +10% - -10% to 0%

Our new CSR roadmap

Alignment with the double materiality matrix
Time horizon in line with environmental practices (2030)

Limiting our environmental impact*

Reduction of the carbon footprint

- Reduce the economic intensity of GHG emissions by 45% (Scopes 1 and 2) vs. 2022

Measures to adapt to climate change

- Achieve around 65% of sales linked to the energy transition

Waste management and circular economy

- Increase the share of waste recycled to 80%

Developing our human capital*

Diversity, inclusion and equal opportunities

- 29% of women engineers and managers by 2027

Training and skills development

- 23 hours of development training on average per employee

Employee well-being

- Minimum amount of paid leave in all countries by 2027

Accident prevention

- Keep LTIR ≤ 1.8 and SIR ≤ 60

Ethical and responsible business practices

Responsible supply chain

- Less than 5% of suppliers with a CSR score of <40
- A minimum of 85% of external purchases carried out with local suppliers

Business ethics

- Compulsory ethics training every two years**

* Key objectives.

** Employees with a PC and new recruits.