
INFORMATION ON THE DEPARTURE TERMS OF LUC THEMELIN, CHIEF EXECUTIVE OFFICER

PARIS, MAY 12, 2026

With Luc Themelin retiring today, it is specified that, in accordance with the compensation policy for the Chief Executive Officer, as adopted by the Annual General Meeting on May 12, 2026 and published in the 2025 Universal Registration Document (pages 48 *et seq.*), the financial terms of his departure are as follows:

- Fixed compensation for 2026

Annual fixed compensation, amounting to €500,000 gross, will be paid on a pro rata basis for the duration of Luc Themelin's term of office as Chief Executive Officer, i.e., from January 1, 2026 to May 12, 2026 inclusive, up to a maximum of €180,822.

- Variable compensation granted for 2026

The Chief Executive Officer's annual variable compensation is contingent on performance conditions aligned with the Group's strategy. There is no minimum guaranteed amount. The financial criteria represent 70% of the total; these criteria can represent up to 120% of fixed compensation if objectives are exceeded; the individual criteria represent 30%.

The amount of annual variable compensation granted in respect of 2026 will be determined in 2027 by the Board of Directors, on the recommendation of the Governance, Appointments and Remuneration Committee, in the light of the achievement of the performance conditions. The amount will be prorated for the duration of Luc Themelin's term of office as Chief Executive Officer. Its payment is contingent on a favorable vote by shareholders at the 2027 Annual General Meeting.

- Luc Themelin does not receive any exceptional compensation

- Long-term share-based compensation

- 2023 plan

On May 16, 2023, Luc Themelin was granted 12,600 bonus shares subject to performance conditions. The performance achievement rate will not be known until May 17, 2026. The total number of free shares allocated definitively will be calculated based on the performance achievement rate and prorated for the duration of his term of office as Chief Executive Officer, i.e., 99.6%.

- 2024 plan

On May 16, 2024, Luc Themelin was granted 17,321 bonus shares subject to performance conditions. The performance achievement rate will not be known until May 17, 2027. The total number of free shares allocated definitively will be calculated based on the performance achievement rate and prorated for the duration of his term of office as Chief Executive Officer, i.e., 66.3%.

- 2025 plan

On May 16, 2025, Luc Themelin was granted 17,640 bonus shares subject to performance conditions. The performance achievement rate will not be known until May 17, 2028. The total number of free shares allocated definitively will be calculated based on the performance achievement rate and prorated for the duration of his term of office as Chief Executive Officer, i.e., 33%.

- 2026 plan

Luc Themelin was not granted any performance shares under the 2026 plan.

- Luc Themelin will not receive any non-compete indemnity or non-solicitation undertaking, or any severance payment.

- Pension plan

Luc Themelin benefits from a defined-benefit pension plan applicable to the Group's Chief Executive Officer, as described on page 50 of the 2025 Universal Registration Document. He will receive an annual pension of €175,000 gross.

ABOUT MERSEN

Mersen is a **global expert in electrical power and advanced materials** for high-tech industries. With more than 50 industrial sites and 24 R&D centers in 32 countries around the world, Mersen develops **custom-built solutions** and delivers key products for clients in order to meet the new technological challenges shaping tomorrow's world. **For over 130 years, Mersen has focused tirelessly on innovation** to accompany its clients and meet their needs. Be it in wind power, solar, electronics, electric vehicles, aeronautics, space or many other sectors, wherever technology is progressing, you will always find a bit of Mersen.

INVESTOR AND ANALYST CONTACT

Véronique Boca

Mersen

Tel.: +33 (0)1 46 91 54 40

Email: dri@mersen.com

MEDIA CONTACT

Christophe Menger/Stephan Bürklin

Brunswick

Tel.: +33 (0)7 52 63 00 89

Email: mersen@brunswickgroup.com