



BUILDING LEADERSHIP



GOING FURTHER TOGETHER



STAYING IN TOUCH

08 OUR BUSINESS ACTIVITY



Building leadership 8/9

■ Energy	10/11
■ Electronics	12/13
■ Chemicals/Pharmaceuticals	14/15
■ Transportation	16/17
■ Process industries	18/19

20 OUR DEVELOPMENT



Going further together 20/21

■ International markets	22/23
■ Acquisitions	24
■ Innovation	25

26 OUR RESPONSIBILITY



Staying in touch 26/27

■ Human capital	28/29
■ Environment	30/31

Mersen is a global expert in materials and equipment for extreme environments as well as in the safety and reliability of electrical equipment.

It designs innovative solutions to address its clients specific needs to enable them to optimize their manufacturing process in sectors such as energy, transportation, electronics, chemical, pharmaceutical and process industries.



SALES OF €830 MILLION

7,000 EMPLOYEES

**60 PRODUCTION FACILITIES IN
OVER 40 COUNTRIES**

No.1 WORLDWIDE MANUFACTURER OF

- graphite anticorrosion equipment for chemicals and pharmaceuticals
- fuses for power semiconductors
- brushes and brushholders for electric machinery
- finished products based on isostatic graphite

No.2 WORLDWIDE MANUFACTURER OF

- industrial fuses



Luc Themelin,
Chairman of the Management Board.

“Everything Mersen does is geared to helping its customers perform better”

WHAT WERE THE HIGHLIGHTS OF 2011?

We posted highly satisfactory results that backed up our strategic decisions and our expansion model. After a solid performance in 2010, our sales advanced by 11% to €830 million. Our operating income before non-recurring items recorded a strong increase of 33% to €104 million, with net income surging close to 50% to reach €57 million.

WHAT IS THE MAIN OUTLINE OF YOUR STRATEGY?

Extending our leadership in all our markets! To achieve this goal, we will endeavor to leverage the innovations that we pursue with our customers. And also our development in countries that are technological leaders, such as the United States, Germany and South Korea, and in fast-growing markets—here I am naturally thinking of China. Lastly, we will be able to make acquisitions to expand our range of products and services.

WHICH SEGMENT WILL SEE ACQUISITIONS?

We are pursuing a strategy based primarily on organic growth in Advanced Materials and Technologies and acquisition-led growth in Electrical Components and Technologies. Solar energy and electronics represent the two principal growth drivers that we are targeting.

HOW DO YOU MANAGE YOUR PRODUCTS AND SERVICES OFFER?

In each of our business segments, we have a unique range of products and services in which we have achieved a leadership position. Our Advanced Materials and Technologies segment offers our customers a set of very high-performance products for extreme conditions—very high temperatures and highly corrosive environments. Our carbon and graphite products are the only ones that can withstand these conditions. Our Electrical Components and Technologies segment offers an extensive range of components used in electric motors (brushes, pantographs, etc.), the distribution and protection of electrical installations (fuses, fuseholders, surge protection devices, etc.) and power electronics. Our customers' performance is our constant priority: we help to boost their output, while cutting their costs.

DID YOU CONTINUE YOUR STRONG EXPANSION DRIVE IN ASIA?

Our local integration has enabled us to set up more sites without any major difficulty in China, India and South Korea. Our business in Asia accounted for 26% of our 2011 sales, and we have 13 facilities with about 1,700 employees in the region now. Aside from China, we have a very strong presence in South Korea—we tripled our sales there in a five years span, with a significant acceleration over the past two years. We are looking to reinforce our presence in Asia, where certain market segments such as electronics and solar energy are set to grow more than 50% p.a.

“Our global reach and our organization is a strong differentiator compared to our competitors”

WHAT IS THE OUTLOOK FOR YOUR OTHER REGIONS?

We have strong positions in North America, our leading market accounting for 32% of our sales. Western Europe accounts for 37% of our sales, with 11% deriving from Germany, now our leading market in Europe with very bright prospects. France remains our principal logistical base, with 11 manufacturing facilities, our head office and a longstanding network covering the whole of Europe.

ARE YOUR CLOSE CUSTOMER RELATIONSHIPS AND RESPONSIVENESS A REAL STRENGTH?

Our global reach and our organization is a strong differentiator compared to our competitors. We are established in a large number of countries and are genuinely able to get large-scale projects up and running rapidly. Just as we were able to do with the isostatic graphite facility that we set up in just two years at Chongqing in China.

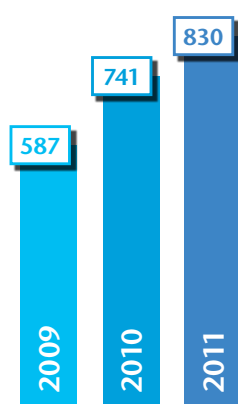
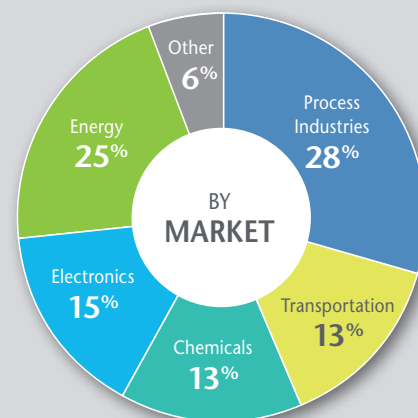
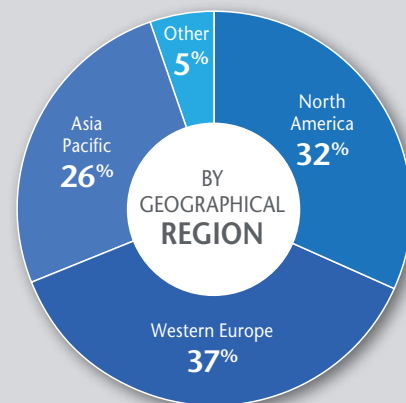
YOUR APPOINTMENT AS CHAIRMAN OF MERSEN'S MANAGEMENT BOARD COINCIDED WITH CHANGES IN THE GROUP'S CORPORATE GOVERNANCE. WHAT WAS BEHIND THESE MOVES?

The Group's organization did not undergo a radical overhaul. The size of the Management Board was expanded with the addition of four new members. We also set up an Executive Committee incorporating the members of the Management Board and which represents the heads of activities, human resources, procurement, legal affairs and strategy/marketing. We would like to improve our coordination even further in order to be more reactive.

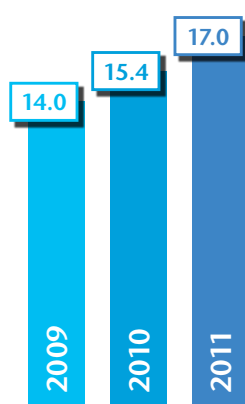
WHAT ARE THE PRINCIPAL CHALLENGES THAT YOU FACE OVER THE COMING YEARS?

The Group is built to seize opportunities and to innovate. To this end, we develop strong research and development partnerships with our customers, many of which are leaders in their own industry. They help us to detect growth signals and to plan ahead for expansion into new sectors. We believe that we have a role to play in markets that rise to the challenges of energy efficiency, sustainable development and specific types of demand from emerging markets, particularly in fertilizers and specialty chemicals.

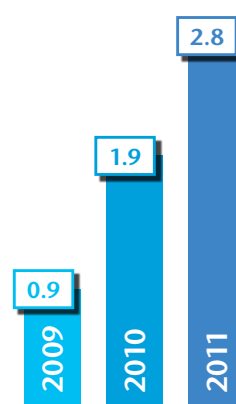
2011
SALES BREAKDOWN



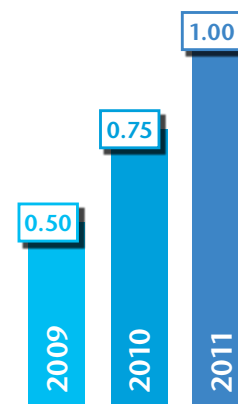
SALES
€ million



EBITDA
margin %



EARNINGS
per share €



DIVIDEND
€

CORPORATE GOVERNANCE

Since 2009, Mersen has been run by a Management Board, which is overseen by a Supervisory Board.

The Supervisory Board has 12 members.

Hervé Couffin (*Chairman*)*

Henri-Dominique Petit (*Vice-Chairman*)*

Jocelyne Canetti

Yann Chareton

Bertrand Finet

Dominique Gaillard

Jean-Paul Jacamon*

Jean-Claude Karpeles*

Agnès Lemarchand*

Walter Piffaferri*

Philippe Rollier*

Marc Speeckaert

7

*Independent
members

in the Supervisory
Board

It exercises permanent control over how the Company is run by the Management Board and is supported by three committees

AUDIT AND ACCOUNTS COMMITTEE:

- **Mission:** it is responsible and accountable for monitoring the elaboration process of financial information, the effectiveness of internal control systems and risk management, statutory audits of annual and consolidated accounts by the auditors, the independence of statutory auditors;
- **Members:** Henri-Dominique Petit (President), Jocelyne Canetti, Yann Chareton, Hervé Couffin, Jean-Claude Karpeles, Philippe Rollier.

STRATEGY COMMITTEE:

- **Missions:** it reviews in detail certain topics of strategic nature (such as prospective analysis in certain markets, technological developments, new marketing approaches, changes in competition...) in order to enlighten the Supervisory Board in their decision making;
- **Members:** Walter Piffaferri (President), Hervé Couffin, Bertrand Finet, Dominique Gaillard, Jean-Paul Jacamon, Jean-Claude Karpeles, Agnès Lemarchand, Philippe Rollier.

APPOINTMENT AND COMPENSATION COMMITTEE:

- **Missions:** notably ensures the existence of a succession plan for Executive Committee members; proposes the qualification as independent for the Supervisory Board members concerned; recommends the compensation of the Supervisory Board's Chairman and Vice-Chairman; issues recommendation for the compensation and benefits considered in case of cancellation or termination of the appointment of the Management Board's Chairman; advises on the appointments, dismissals / terminations and renewals of members of the Supervisory Board and of the Management Board.
- **Members:** Jean-Paul Jacamon (President), Jocelyne Canetti, Hervé Couffin, Dominique Gaillard, Agnès Lemarchand, Henri-Dominique Petit.

The members of the Management Board are appointed by the Supervisory Board, which names one of them as Chairman.

MANAGEMENT BOARD



Luc Themelin,
*Chairman of the
Management Board*



Thomas Baumgartner,
*Group Vice President,
Finance and Administration*



Christophe Bommier,
*Group Vice President,
High Temperatures*



Didier Muller,
*Group Vice President,
Electrical Applications*



Marc Vinet,
*Group Vice President,
Electrical Protection*

EXECUTIVE COMMITTEE It includes the five members of the Management Board and:



Thomas Farkas,
*Group Vice President,
Strategy and Development*



Estelle Legrand,
*Group Vice President,
Human Resources*



Marc Poullin,
*Group Vice President,
Chemical Equipment
from April 2, 2012*



Jérôme Sarragozi,
*Group Vice President,
Legal*

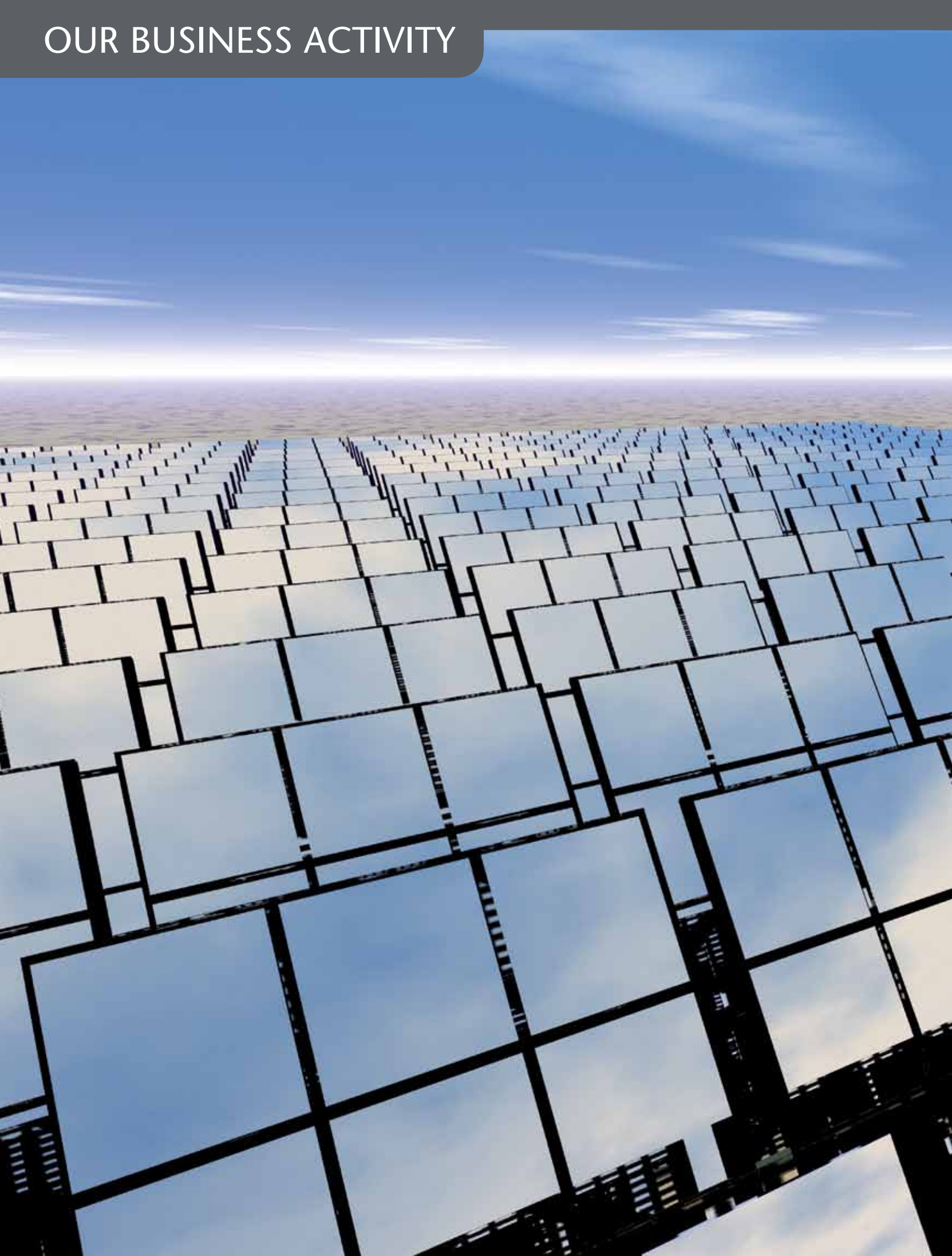


Charles-Henri Vollet,
*Group Vice President,
Purchasing and Information
Systems*



An Executive Committee was set up by the Management Board on October 14, 2011 to expand Mersen's senior management team and make sure that all the Group's major entities are represented. It manages the Group's operational affairs and gathers once per month in order to consider the financial results and to decide on the Group's action plans.

OUR BUSINESS ACTIVITY





BUILDING LEADERSHIP

Our areas of expertise allow us to develop high value-added products in which we have secured world leadership. These include ultra-fine graphite and noble metals equipment for demanding industrial environments and systems designed to enhance the performance and safety of electrical installations. We have positioned ourselves in expanding markets geared to meeting major energy efficiency and sustainable development challenges.

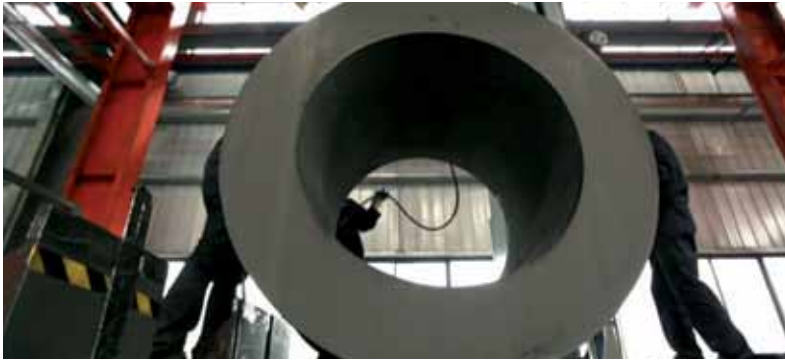
STRONG EXPANSION IN SOLAR ENERGY

Mersen develops new technological solutions facilitating the operation and boosting the competitiveness of renewable energies. In the solar energy market, we are the world leader in the segments we serve, and our sales grew more than 34% in 2011.



HIGH-QUALITY GRAPHITE FOR THE SOLAR ENERGY INDUSTRY

Thanks to our unrivalled position in the United States, in Europe and in China, we are capable of producing products rapidly and in large quantities for the solar energy industry, while meeting our customers' specific shape or size requirements. This equipment is developed under partnerships with the leading market players. In 2011, Mersen's solar energy sales totaled €110 million. We offer an extensive range of graphite products withstanding the high temperatures necessary to produce polysilicon and photovoltaic cells. We also supply electrical protection solutions specifically dedicated to solar energy installations.



Large block of isostatic graphite

STRONG GROWTH IN THE CHINESE MARKET

We have successfully tapped into the market's expansion by bolstering our graphite production capacity in China. In addition, the rapid development of Yantai, a company we acquired in 2010, helped us to cope with surging demand, in particular from manufacturers of ingot furnaces. Despite the deceleration in the Chinese market in late 2011, solar energy remains a key driver for the coming years, with substantial development potential.



Graphite for a CZ silicon crystal growing furnace

A KEY SUPPLIER TO THE WIND ENERGY INDUSTRY

We supply a broad range of products for wind turbines. We provide electrical protection systems for the generator and the motors and supply components for electricity generation and for pitch motors and nacelles. While investment plans in Germany and France underpinned demand in Europe, our sales remained brisk in the North American replacement segment due to the quality of our customtailored solutions and services.



Slip-ring assembly for wind turbines



ELECTRONIC EQUIPMENT TO MONITOR AND ENHANCE THE SAFETY OF PHOTOVOLTAIC INSTALLATIONS

Alongside our range of components protecting photovoltaic installations, we are developing monitoring and safety management systems for these facilities. The monitoring systems take the form of electronic cards that are sold alone or as part of electrical cabinets.

These innovative products, which have been developed with several partners, will be introduced in the summer of 2012.

Another product line currently under development aims to increase the safety of roof array photovoltaic facilities by eliminating the risk of electrocution and arc flashes during emergency or maintenance shutdowns in accordance with the soon-to-be-introduced electrical standards. This range of complete electrical protection systems will help us to extend our product range and our positions across the photovoltaic industry value chain.

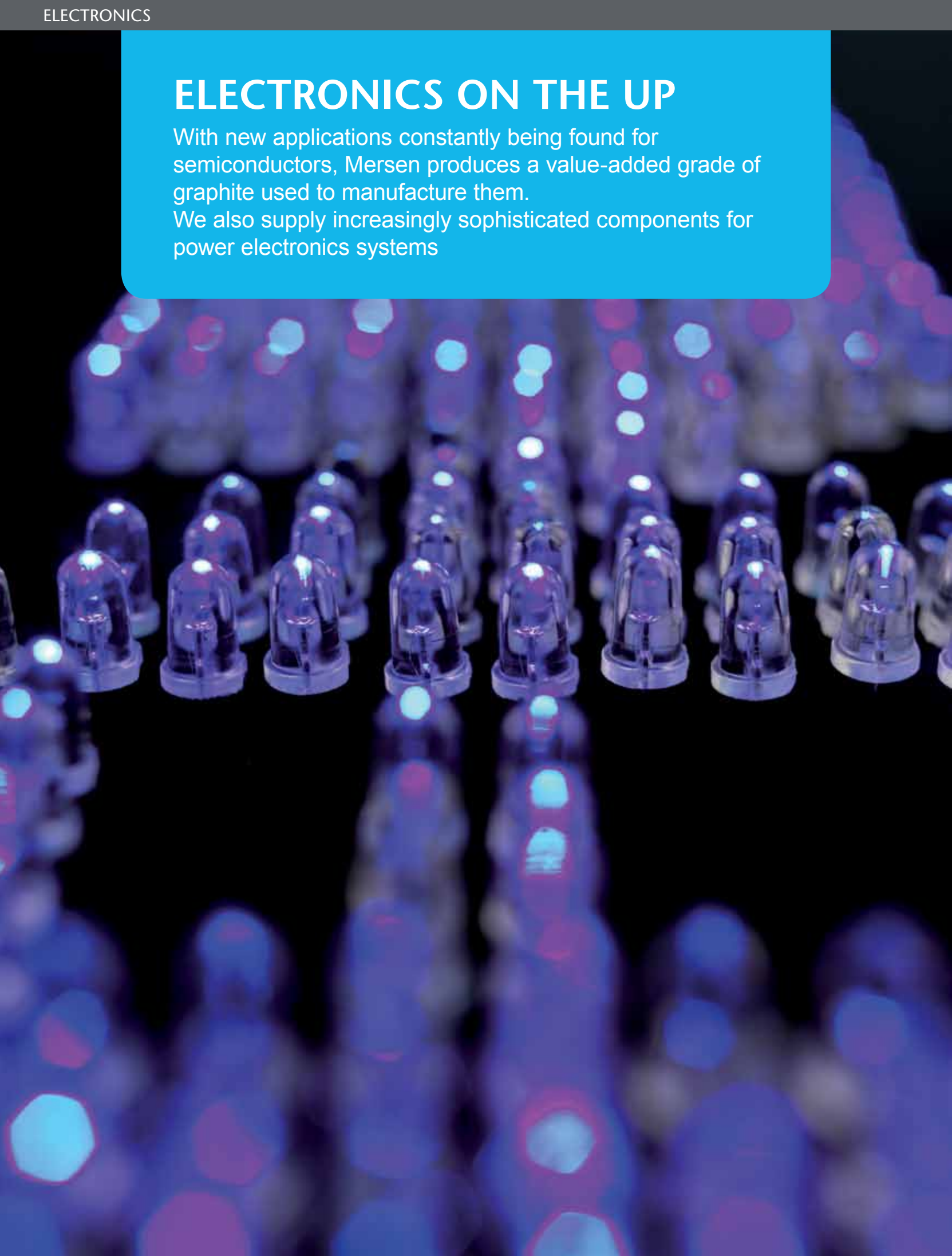


Mersen's sales growth in the energy market in 2011

ELECTRONICS ON THE UP

With new applications constantly being found for semiconductors, Mersen produces a value-added grade of graphite used to manufacture them.

We also supply increasingly sophisticated components for power electronics systems



STRONGER PRESENCE IN PROTECTION SYSTEMS FOR POWER ELECTRONICS

We have extended our leadership in power electronics with solutions protecting against voltage surges and coolers used in converters. They are used in data and telecom centers, in speed controllers managing the electric motors of industrial installations and in the interconnections for high-power electricity grids. By acquiring Eldre, one of the world's leading suppliers of laminated bus bars, we have further strengthened our position as a key partner in this market.



Cooler for a high-power transistor

MAXIMIZING SEMICONDUCTOR PRODUCTION YIELDS

Demand for energy efficient solutions related to the development of power electronics boosted the electronic industry's expansion in 2011. We supply the sector's leading industrial groups with ultrapure graphite components, which help to maximize their production yields.

This is particularly important for the new generations of increasingly thin substrates required to work with higher power densities.

These components are critical for the production of high-luminance LEDs and for high-power transistors.



Support coated with graphite



Mersen's sales growth in the electronics market in 2011

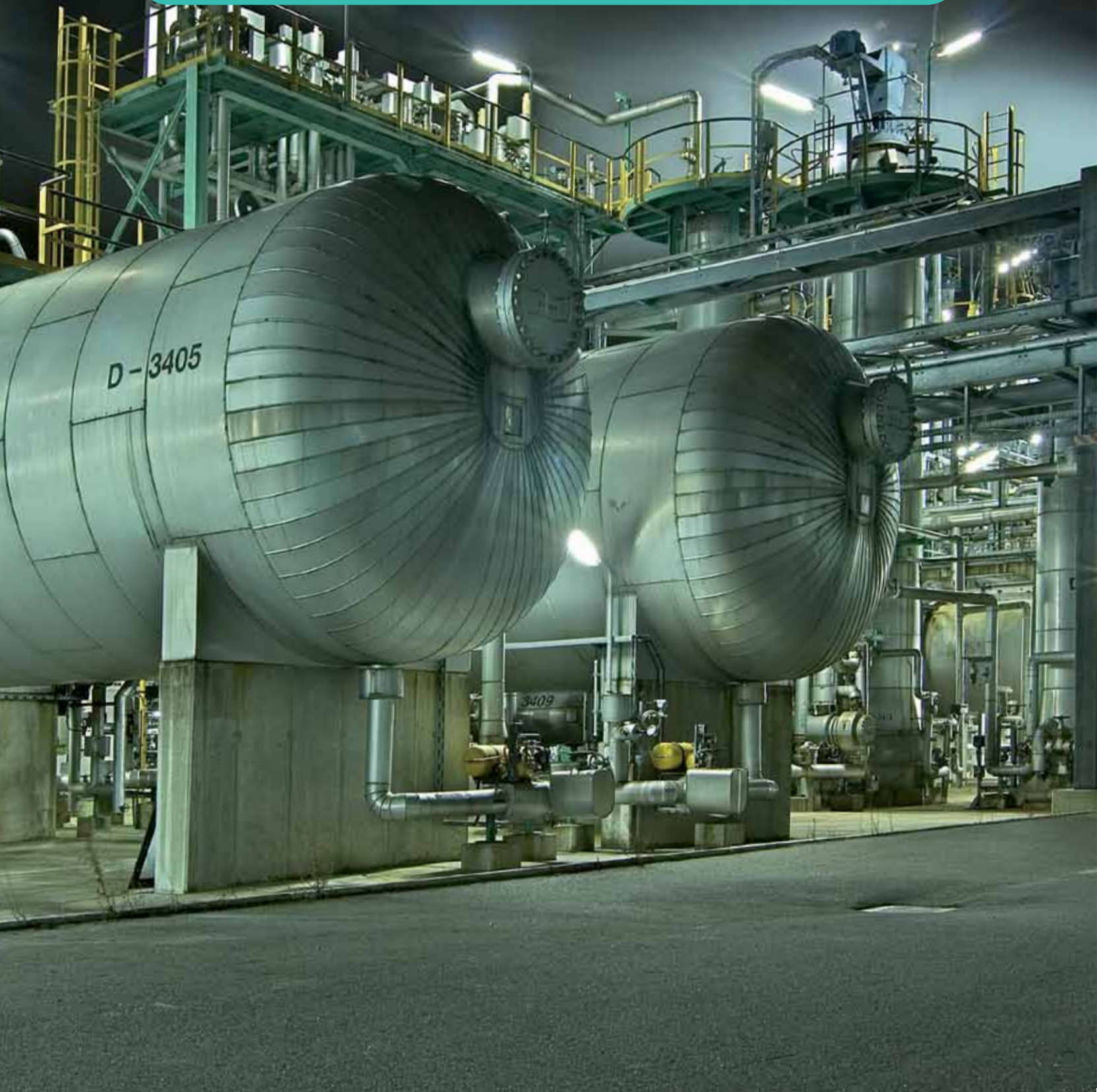


COOLERS IN THE NORTH SEA

We have signed a contract with Siemens Energy in connection with the European project to develop green energy sources in the North Sea. This deal worth close to €5 million covers the supply of coolers to protect the converters used in the transmission via sub-aquatic cables of the electricity generated by offshore wind farms. Harnessing HVDC power electronics technology, the systems developed by Siemens Energy can be used to carry high-power currents over very long distances, while cutting energy losses. The custom-tailored Mersen coolers designed for this project help to meet the reliability demands arising from their use in severely demanding environments.

THE RENEWED GROWTH IN CHEMICALS INDUSTRY

As a firmly established partner to the leading players in the chemicals industry, Mersen is reaping the benefits of the upturn in its markets, from fertilizers to plastics and pharmaceutical products.





Welding a column using tantalum

STRONG PRESENCE IN THE FERTILIZER MARKET

Growth continued in the fertilizer market, a segment in which manufacturing requires phosphoric acid production units. This requires the use of corrosion-resistant equipment contributing to the system's energy efficiency. We are the leader in graphite equipment for the phosphoric acid industry, with large tube and graphite-block heat exchangers. Their ultra-fine grained isostatic graphite doubles their mechanical capabilities and makes them six times more resistant to abrasion. Thanks to our local plant in Morocco, we were able to meet the strong demand from the Office Chérifien des Phosphates (OCP), one of North Africa's leading producers of fertilizers and phosphoric acid.

CHEMICALS, A CONTRIBUTOR TO THE GLOBAL ECONOMY

We provide the chemicals and pharmaceutical industries with an extensive range of customized equipment (exchangers, columns, mixers and stirrers) made of graphite and noble metals. They are used to carry, mix and store highly corrosive and hot fluids. To achieve greater reliability, we also provide this equipment in the form of pre-assembled units. We also supply organic chemicals (plastics, silicon, PVC, polyurethane) and fine chemicals (pharmaceuticals, biochemicals, resins, paints, etc.) segments.



Sulfuric acid dilution vessel



PRODUCTION CAPACITY AND RELIABLE TECHNOLOGY

We supply graphite heat exchangers and tantalum equipment to producers of epichlorohydrin, the key raw material used to manufacture epoxy resins.

These resins are used in coatings, a rapidly expanding global market that supplies the automobile, aerospace and construction industries. We are able to leverage our manufacturing capacity in the United States, Europe and Asia to deliver large volumes with tight deadlines, as well as the reliable technologies developed for our exchangers. They boast exceptional resilience to thermal and mechanical shocks, vacuums and the corrosion of the principal chemical fluids.



Mersen's sales growth in the chemicals market in 2011

GROWING DEMAND FOR MOBILITY SOLUTIONS

The rail and aerospace industries design viable long-term solutions to meet the strong global demand for passenger transportation solutions. Mersen has forged close ties with the leading players.



HIGH-PERFORMANCE EQUIPMENT FOR RAIL TRANSPORTATION

Rail transportation requires electrical systems delivering reinforced performance and reliability, and we are well-known for our ability to innovate. The applications of our products include both rail infrastructure and rolling stock. These apply to electrical protection (coolers, fuses and contactors) as well as current transmission (third-rail shoes, pantograph strips, brushes for electric motors, etc.).



Collection strips

A WORLDWIDE PRESENCE

We have a very strong presence in China, a country that has chosen to invest heavily in urban rail systems. We have also obtained some major subway-related contracts in Taiwan, Singapore and India. In Europe, the transportation business was buoyed by the decision to increase the interoperability of the trans-European networks, which will see metal collection strips being gradually replaced with graphite strips. Our solutions have been selected by Italian operator Trenitalia. In the United States, several urban and regional networks also chose to work with us.

WELL KNOWN IN THE AEROSPACE AND SPACE INDUSTRIES

We supply aerospace manufacturers with graphite parts and components withstanding very high temperatures that do not require any lubricants. They are used in motors, air conditioning, fluid management and air braking systems. We are also a partner to the space industry, since Boostec's silicon carbide is employed in the ultra-high performance optical systems fitted in observation satellites.



Gaia space optics instrumentation



Mersen's sales growth in the transportation market in 2011



MOTOR MAINTENANCE FOR LONDON UNDERGROUND

Preparations for the Olympic Games prompted the operator of the Tube in London to renew the motors on its trains to deliver more reliable service. This led us to sign our first large-scale maintenance deal with London Underground. The goal is to rectify the collectors on Tube trains' motors without dismantling them. This expertise helps us to shorten the time for which rolling stock has to be taken out of service—a decisive advantage because maintenance can be carried out at night when the network shuts down or late in the evening when traffic is lighter. This service may encourage London Underground to buy its products, such as graphite brushes, from Mersen.

CONSTANT CHANGE IN THE INDUSTRY

Mersen's brushes, fuses, surge protection devices, disconnect switches and custom-finished graphite components are used on production lines around the world. We support process industries, such as steel and paper mills, and non-ferrous metals production, to enhance their energy efficiency and support them in their efforts to raise their safety performance.



GROWTH THANKS TO A HEALTHY INDUSTRIAL SECTOR

Top-line growth was facilitated by our local presence in emerging markets, our knowledge of the sector's key challenges and our dedicated solutions. Business trends were particularly strong in the United States, where the industrial sector is performing well, in Europe thanks to the impetus provided by Germany and Eastern Europe, and in South Korea, where we gained significant market share. The downtrend recorded in the second half was a direct result of the uncertainties in Europe and slackening demand in steelmaking.



Brushholder with dust aspiration system

A BROAD RANGE OF SOLUTIONS

We offer electrical protection solutions for industrial installations compliant with the world's four main norms for electrical products. Our product range caters to a range of different requirements in terms of current, size and fuse speed. We also provide the mixers and stirrers used at all stages of the freshwater treatment process and solutions for saltwater desalination and for water treatment facilities. The Group supplies brushes, fuses, surge protection devices, disconnect switches and custom-manufactured graphite components to production lines around the world.

RAISING THE BAR FOR ENERGY EFFICIENCY

Making the most effective use of energy is an enticing concept given the uptrend in energy costs. We are the leading player in heat recovery in corrosive environments and a joint leader in hightemperature insulation. Our dominant positions in the safety and reliability of electrical energy harbor other major opportunities. Used as sophisticated insulators at very high temperatures, carbon bonded carbon fibers significantly help to improve the energy efficiency of industrial facilities.



Graphite component for mold manufacturing



Mersen's sales growth in process industries in 2011



A NEW GRADE OF GRAPHITE FOR ELECTRICAL DISCHARGE MACHINING

Electrical discharge machining is a technique used to machine molds for plastics manufacturing, automobile production, metalworking and glass-making. It requires a unit machined in high-quality graphite that can withstand wear and tear more effectively and delivers greater precision and efficiency gains. After several years of development, we are now able to offer a grade of graphite with ultra-fine grains that can be machined easily even for the finest shapes, but is still able to withstand extreme wear and tear. Through this type of development, we have demonstrated our determination to keep innovating in our historical markets.

OUR DEVELOPMENT





GOING FURTHER TOGETHER

Our development is predicated on forging close relationships in our markets, which has prompted us to strengthen our presence in Asia significantly in recent years. Through our strategy of selective acquisitions, we have also consolidated our positions in the most strategically important product ranges. At the same time, we are strengthening our culture of innovation by working closely with our customers.



A STRATEGY BASED ON CLOSE CUSTOMER RELATIONSHIPS

We have built up our positions in our core markets—the United States, China, France and Germany—through capital expenditures and acquisitions. By doing so, we have consolidated our close relationships with our industry-leading customers, who are our partners for innovation.

TIGHT GEOGRAPHICAL FIT

Through a balanced presence in North America (32% of sales), Western Europe (37% of sales) and Asia (26% of sales), we have positioned ourselves to harness the expansion of our principal markets. Our close relationship with industrial companies has enabled us to establish leadership positions by capitalizing on our powerful sales network. These positions are enhanced through our internal developments and our policy of selective acquisitions.



LOCAL PRODUCTION

Our workforce is spread across the various regions in which we are present to provide local production directly meeting the expectations of our principal customers. These close customer relationships help to improve responsiveness, as illustrated by the rapid increase in the graphite production capacity of our Chongqing plant in China. In 2011, two units capable of producing 2,000 tonnes p.a. were installed, with a third scheduled for installation in early 2012. This investment helped us to improve the service provided to our customers in various markets from the second half of 2011 onwards.



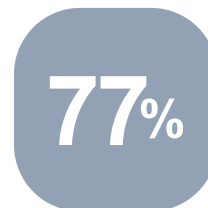
STRONG GROWTH IN ASIA

With 13 manufacturing facilities and 27% of our workforce in Asia, we have risen to the challenge of meeting growing demand in Asian markets. Aside from China, where we have been quick to strengthen our positions in recent years, South Korea also harbors strong expansion potential. We have tripled our sales there in just five years, with a sharp acceleration over the past two years. We also have a longstanding presence in Japan as well as facilities in India ready to harness expansion in this market.



IMPRESSIVE INROADS AMONG CHINA'S LARGEST SOLAR ENERGY PRODUCERS

Since we took control of Yantai in 2010, the sales recorded by this new business have tripled. It offers high-quality finished graphite products to the leading Chinese solar energy players looking for stable products, with scope for technological advances. This acquisition boosted our direct presence serving China's largest producers of solar energy cells and has allowed us to offer them solutions closely tailored to their requirements and to strengthen our reputation in this market in China.



of the workforce outside France

SELECTIVE ACQUISITIONS

We have continued to pursue our policy of acquisitions to harness substantial revenue enhancement and technological synergies. These operations satisfy two criteria—faster pace of organic growth and a ROCE* of 20% within a few years.

GROWTH DRIVER

We aim to pursue a strategy of profitable growth, based on acquisitions of majority shareholdings in small, local businesses with advanced technological know-how operating in expanding markets. They represent a driver accelerating our expansion in our core business, while opening up opportunities for us in adjacent markets. All our recent acquisitions have already yielded major technological synergies paving the way for range extensions.



Laminated bus bars



ELDRE HAS BOOSTED MERSEN IN POWER ELECTRONICS

The substantial progress achieved in recent years in terms of converters' commutation speed, frequency and current density has led to changes in materials and assembly techniques. Keen to plan ahead for these technological challenges, we acquired Eldre, one of the world's leading suppliers of laminated bus bars, in early 2012. These deliver greater integration, reliability and performance by the power converter, while minimizing assembly costs. Through this acquisition, we have strengthened our position as a leading partner to the power electronics industry.

MINGRONG ELECTRICAL PROTECTION

Mersen bought out minority interests in Mingrong Electrical Protection (MEP), which had been 51% owned since July 2008. MEP has consolidated our leadership in the fuse and fusegear market for Asia by pooling its ranges of complementary products with ours and strengthening our presence with distributors.



*Return on Capital Employed

INNOVATION IN PARTNERSHIP WITH ITS CUSTOMERS

Innovation at Mersen comes from its close relationship with customers. Our insight into the challenges they face, their environments and their applications enables us to manufacture customized products for the leaders in each sector. Their highly demanding requirements can lead to the development of new designs, sometimes through co-developments.



SHARED INNOVATION

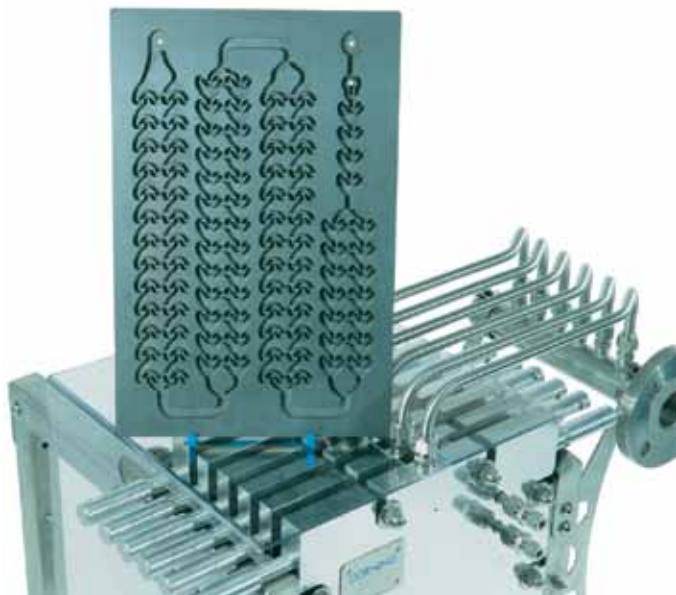
Most of our customers are leaders in their respective markets, with substantial R&D teams of their own. In many cases, we invest in partnerships with the principal developers, to harness new applications of our products. We also keep a close eye on what are likely to be the leading players of the future. Internally, events such as the Development Days and Innovation Challenges are held to keep teams motivated.

Winner of the Creativity prize in the 2011 Innovation Challenge: Fire safety device for photovoltaic facilities for which two patents have been filed

BURGEONING NEW MARKETS

Most innovations come in our principal growth drivers—sustainable development, energy efficiency and emerging markets. They help to establish positions in burgeoning new markets, such as battery manufacturing, rare earth extraction, heat storage for solar thermal and water purification processes.

Silicon carbide module for the Corning continuous flow reactor



CONTINUOUS FLOW REACTORS IN PARTNERSHIP WITH CORNING

Mersen has sealed a long-term agreement with Corning to manufacture ceramic continuous reactors via its Boostec subsidiary. Corning's expertise in the design of glass continuous flow systems, coupled with Mersen/Boostec's technological know-how in ceramics, paved the way for the launch of unique and innovative new products. The new reactors deliver a genuine technological breakthrough, by reducing the number of production stages and enhancing chemical reactions in more compact and safer plants. They have created new opportunities for cost-competitive production.

OUR RESPONSIBILITY





STAYING IN TOUCH

Our corporate responsibility is predicated on a human resources policy that is respectful of all our employees, with a particular emphasis on their health and their safety. We are also careful to minimize the environmental footprint of our production activities, while stepping up our contribution to the development of alternative energies and energy efficiency.



PERSONAL INVESTMENT

An emphasis on the human dimension has been part of our Group since the very beginning, and our teams' know-how has always been our primary asset—it is the foundation for the performance of our products and our successful development.



VALUING OUR PEOPLE

We have redefined the human resources and competency planning, and each business now forecasts its medium-term requirements based on its priorities. The mapping of jobs at Group level produced by consolidating individual needs is used to refine human resources management and enhance career planning. We strive to retain senior employees and encourage them to share their knowledge by systematically carrying out experience interviews. Likewise, we have developed a new Human Resources Information System that places HR teams at the heart of Mersen's development.



FACILITATING CHANGE

As our business expands into new regions, more and more inter-cultural relationships are forged within our Group. To confront this trend, we have improved our skills guide. We have also upgraded the human resources systems made available to managers to enhance the spotting of and support provided to managerial talent, including annual reviews, career reviews and training. In each business, we help to shape managers' future career path by holding annual career reviews, while internal promotions are facilitated through an international mobility policy.

EMPLOYEE WELL-BEING AND COHESION IN THE WORKPLACE

In the health arena, we have launched a drive to enhance employee well-being in the workplace. This culminated in the signature of an agreement with all our labor partners in France during September 2011. Our HR staff also attach special importance to promoting diversity in terms of employees' origins, training and culture.



SAFETY, OUR PRIMARY CONCERN

Everywhere around the globe, we commit ourselves to making safety our top priority by pursuing strict standards. The initiatives we have implemented over many years yielded highly positive results during 2011. The number of accidents per million hours worked dropped by close to 40% on its 2010 level against a backdrop of high activity. In addition, the Safety Excellence Awards were held for the third time, with two facilities in Canada and China claiming the prizes owing to the very high level of their safety performance. In spite of these remarkable results, we continue to strive for excellence in safety matters each and every day.

-20%

The decline in the number of occupational accidents with lost time between 2010 and 2011



RESPONSIBILITY SHARED BY ALL

Our environmental approach involves both a stronger presence in the renewable energies markets and our commitment to keeping our production activities as clean as possible. Our environmental responsibility is part of a collective and pragmatic approach backed by all our employees.



PERMANENT CONTROL OF INDUSTRIAL RISKS

After registering all of our own products, particularly graphite, under the REACH regulations, we have worked pro-actively with our leading suppliers on the products that we purchase. We have also continued to take measures to protect employees and their working environment from hazardous substances. Following the carbon footprint reviews conducted at our principal facilities in France, we took concrete measures to reduce energy consumption and CO₂ emissions. Waste management is a top priority for us, and we closely monitored the risk of soil pollution through in-depth audits



ECO-DESIGN FOR ALL NEW PRODUCTS

We have made eco-design a larger part of our new product development process. The environmental effects of new products taken into account from the design stage through to the end of their useful life. Our research and development specifications now systematically incorporate the goal of reducing products' environmental impact. We have started to use EIME (impact evaluation and eco-design management) software in electrical protection to analyze the environmental impact of products throughout their life. This analysis covers water pollution, air pollution and the depletion of natural resources.

TRAINING FOR ALL OUR EMPLOYEES

Our commitment to environmental protection is backed up on a daily basis by internal information briefings and training provided about individual employees' responsibilities. All our R&D staff have received training in eco-design.



EN16001 CERTIFICATION IN ENERGY MANAGEMENT

Mersen's Saint-Bonnet-de-Mure facility was the first industrial plant in France to gain EN 16001 (v2009) certification of its energy management systems. By raising employee awareness of good environmental practice, the facility was able to cut the electricity consumption of its manufacturing operations by 5% in 2011. We achieved this by implementing an array of eco-friendly measures on the plant's 500 workstations. Every month, indicators about consumption levels and news bulletins are displayed in the workshops and circulated in an environmental and energy email update to all the facility's employees.




21

facilities accredited with ISO 14001, OHSAS 18001 and EN 16001 certifications



This document was printed on chlorine-free PEFC-certified paper from sustainably managed forests by Imprim'vert, a company that has adopted environmental management processes.





We wish to warmly thank all those
who, through their comments or
their presence, have assisted in the
production of this document.

Design and production:
ROUGE 202®

Text: Luc-Michel Gorre.

Photos: Nicolas Robin, Fotolia,
Getty Images.

www.mersen.com

MERSEN
Expertise, our source of energy