

2020

Annual General Meeting

Speech (Courtesy translation)

Dr. Torsten Derr

CEO of SGL Carbon SE

Wiesbaden, June 16, 2020

The spoken word prevails.

Thank you, Ms. Klatten.

Dear shareholders, ladies and gentlemen,

I am delighted to be addressing you for the first time today as the CEO of SGL Carbon.

I would have preferred to introduce myself in person, but protecting our health must naturally take priority.

It has been two weeks since my first day at SGL Carbon. As you can imagine, my start during these unprecedented times has been anything but conventional.

I had originally planned to get to know my new colleagues in person, at our sites.

But instead, I have been relying on video conferences and all the other possibilities that modern technology offers.

Of course, none of this can replace meeting face-to-face and holding discussions in person, but it does work surprisingly well.

There have been a few things that have helped me in this situation:

I had the opportunity to talk directly to many of my new colleagues shortly after my appointment as CEO in February, before the outbreak of the pandemic.

This allowed me to gain some important first impressions.

I have also met many people who are fully motivated and committed to their work despite the pressures of the current situation.

I've been very impressed.

Allow me to tell you a little about myself.

I was born and raised in Bremen, in northern Germany. I also studied and completed my PhD in chemistry in Bremen.

I embarked on my professional career in 1997 as a laboratory manager at Bayer AG in Leverkusen.

I spent ten years there working in a variety of roles. I then spent a further ten years at the specialty chemicals company Lanxess.

Most recently I was the CEO of Saltigo, a pharmaceutical and agrochemical company and subsidiary of Lanxess.

Overall, I have 23 years of experience in the industry, and have had P&L responsibility for 15 of these years.

The businesses I have led so far have all focused on technology, and I had to steer them through choppy waters from the outset.

I am therefore very familiar with bringing about change.

So, what attracted me to SGL Carbon?

In my inaugural letter to my new colleagues, I wrote:

“I am at SGL Carbon because I want to be at SGL Carbon.”

I think the company and I are a good fit.

SGL manufactures high-quality products with innovative technologies.

I have experience in how to manage this type of business with an appropriate cost structure and a clear focus on market requirements.

I am looking forward to these new, and admittedly not easy, tasks.

I am completely confident about the company’s potential and that of its employees.

Ladies and gentlemen,

As you can see, I am excited about working at SGL Carbon.

But I am also aware that you as shareholders have been disappointed in recent years.

I would take this opportunity to thank you for remaining loyal to us during this time.

My ambition is clear: I want to achieve lasting success with SGL Carbon.

In my mind, “smart solutions” means more than just intelligent solutions and products.

For me, smart also means:

Simplified structures and streamlined processes.

That is why I will start off by taking a closer look at our company’s overly complex structure and at our costs.

We will then identify options for increasing our profitability sustainably.

The coronavirus pandemic is forcing us to act with even greater urgency.

Ladies and gentlemen,

Let me assure you:

I will put all my energy, experience, and expertise into unlocking our company's potential. The basis for achieving this is already there.

- We have an international presence
- We have innovative and sustainable technologies
- We have an experienced and highly committed team with outstanding expertise.

I am confident that this will bring us success.

I am already very much looking forward to welcoming you in person at our Annual General Meeting next year.

Until then, we thank you for your continued loyalty to us.

Thank you.