

SGL Carbon ODDO BHF Forum 2024 (virtual)

Dr. Torsten Derr (CEO) I Wiesbaden I January 16, 2024



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- **1.** Our business model at a glance
- 2. Transformation years 2021 and 2022
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1 Our business model at a glance

"Expert for products and solutions based on carbon and graphite"



Key figures 2022

SALES

€1,135.9m

FY 2021: €1,007.0m

EBITDA pre BEFORE NON-RECURRING ITEMS

€172.8m

FY 2021: €140.0m

Net financial debt

€170.8m

FY 2021: €206.3m

EMPLOYEES **4,760**

SITES

29 Sites in Europe, North America, Asia

sgl carbon

SGL business units – innovative, unique and leading in focus markets

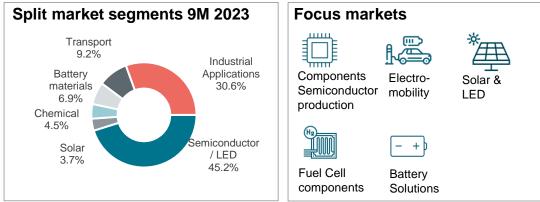
Second						
Graphite Solutions	Process Technology	Carbon Fibers	Composite Solutions			
	CEB	MITIT T				
 Tailor-made products based on synthetic graphite Strategic supplier for premium Semiconductor ("Power electronics") as well as LED and Solar applications 	Equipment and know-how specialist for chemical industry to handle corrosive material	 Acrylic fibers, carbon fibers, textiles, prepregs, preforms Transformation from automotive supplier to wind energy and higher margin applications 	 Tailor-made products based on carbon- and glass fibers Specialist in automotive composite components e.g. Battery cases for electric cars Leaf springs 			
Sales (FY 2022 mEUR)						
512.2	106.3	347.2	153.1			
EBITDApre (FY 2022 mEUR)						
118.5	9.9	43.2	20.0			
			Sgl carbo			

Graphite Solutions: Strong growth potential in fast growing markets



Strategy and Outlook

- Well established technology leader in fast growing markets, esp. SiC-based semiconductor
- · Strong local/regional supply of critical components and technology
- Intense investment program to enlarge production capacity to fulfill market demand
- 2023e: Slight sales increase, but significant EBITDApre growth expected



Sgl carbon

Slight change means $\leq 10\%$ I significant change means > 10%

Process Technology: Engineering competence enabling business performance



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Carbon Fibers: Strong competence in carbon fiber and intermediates manufacturing as well as carbon fiber innovations



Carbon fibers





Oxidized PAN fibers Textile fibers

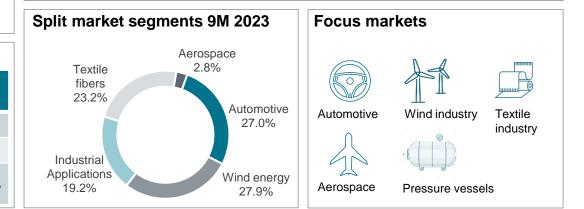


Pre-impregnated material



Strategy and Outlooks

- Focus on growing markets like wind industry and attractive niche markets like pressure vessels
- Ongoing demand from automotive and aerospace industry as well as textile applications
- 2023e: Significant decrease in sales and EBITDApre expected due to full year effect of termination of i3 contract as well as drop in wind industry



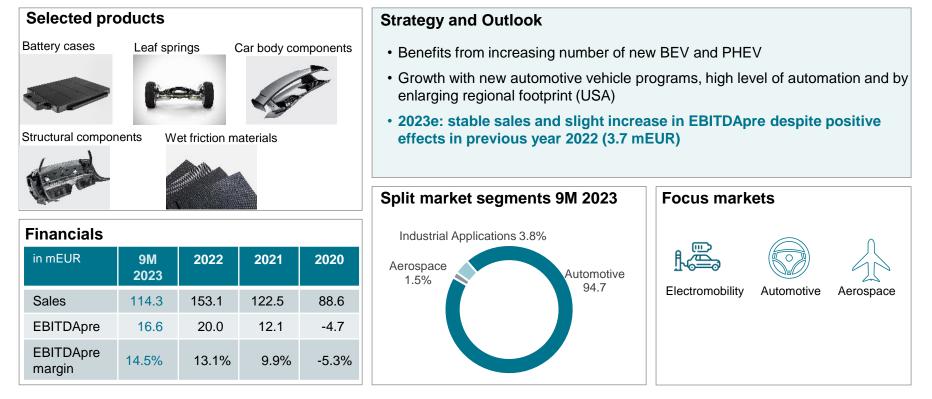
Sgl carbon

Financials

	9M 2023	2022	2021	2020
Sales	179.6	347.2	337.2	303.9
EBITDApre	3.2	43.2	54.5	41.4
EBITDApre margin	1.8%	12.4%	16.2%	13.6%

Slight change means ≤ 10% I significant change means > 10%

Composite Solutions: excellent technology reputation in supplying high-volume solutions lead to growth perspectives



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2 Transformation years 2021 and 2022

"All transformation targets successfully realized within two years"



SGL mid-term roadmap – Step-by-step approach to create value

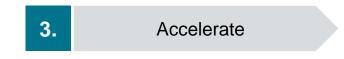
Improve

Profitability

- Options for significant performance improvement
- · Organic investments to expand capacities

2.

Selective disposals/acquisitions



- Analysis of production sites
- Definition of clear ESG targets



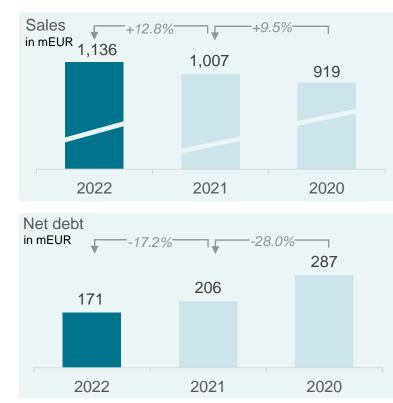


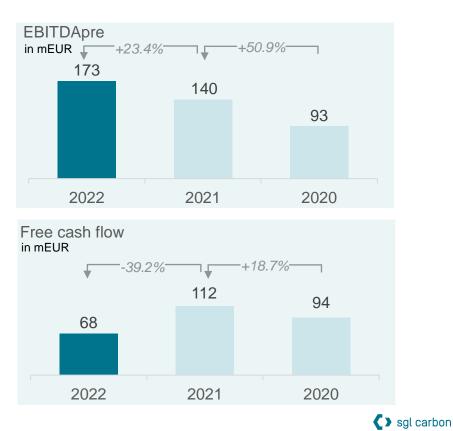
What we have achieved





Continued operating improvement supported by balance sheet strengthening





%-changes based on exact figures

3 Details on 9M 2023 results

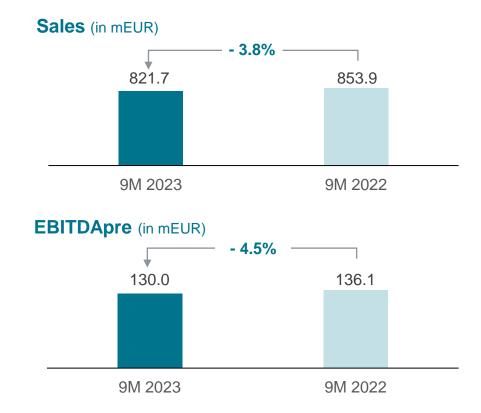
"9M 2023 in line with expectations on Group level"



9M 2023: Still solid Group numbers – despite weakness in CF

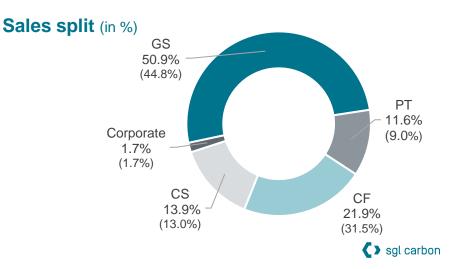
Financials		Business			Outlook	
821.7 mEUR Group sales 3.8% do – driven by decline in Carbon Fibers. Other BUs not able to fully compensate	า	Equity Ratio at 42.5% (31.12.2022: 38.5%)	Increasing demand from semiconductor industry - especially SiC-customers leads significant growth in C		Strong business development in PT and CS	After 3 quarters in 2023: confirmation of sales and EBITDApre forecast at the lower end of the given range
EBITDApre of 130.0 mEUR despite strong deterioration in BU Carbon Fibers	16 and	financial debt 6.6mEUR stable erage ratio of	CF burdened by temporary downturn in wind industry resulting in an impairment of 44.7 mEUR	cap inci pro	e third higher bex in 2023 to rease duction bacities in GS	Guidance 2023: Sales: previous year level EBITDApre: between 160 – 180 mEUR

Trend in sales and EBITDApre confirm 2023 as stabilization year



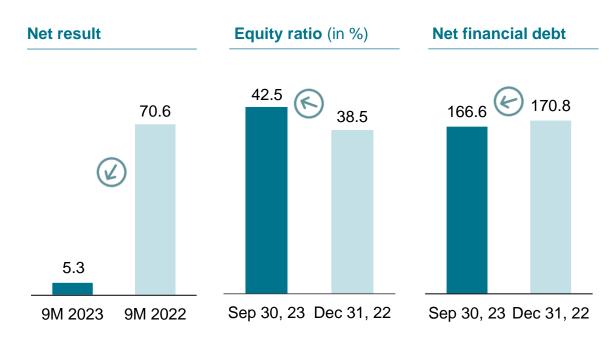
Key developments

- Sales development: GS (+35.9 mEUR), PT (+18.7 mEUR) CS (+3.3 mEUR) and CF (-89.4 mEUR)
- Profitability deterioration in CF almost compensated by favorable product mix and volume changes in GS, PT and CS



CF impairment burdens net result

Key figures (in mEUR)



Key developments

Net result decreased to 5.3 mEUR 9M 2023 due to impairment loss of 44.7 mEUR in CF and lower one-offs

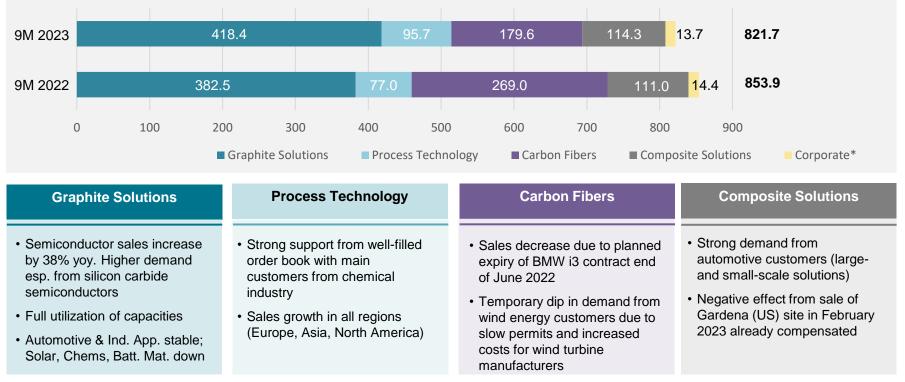
Capex of 59.1 mEUR mainly used to increase production capacity in GS (9M 2022: 31.8 mEUR)

Net financial debt decreased slightly by 2.5% compared to Dec. 31, 2022

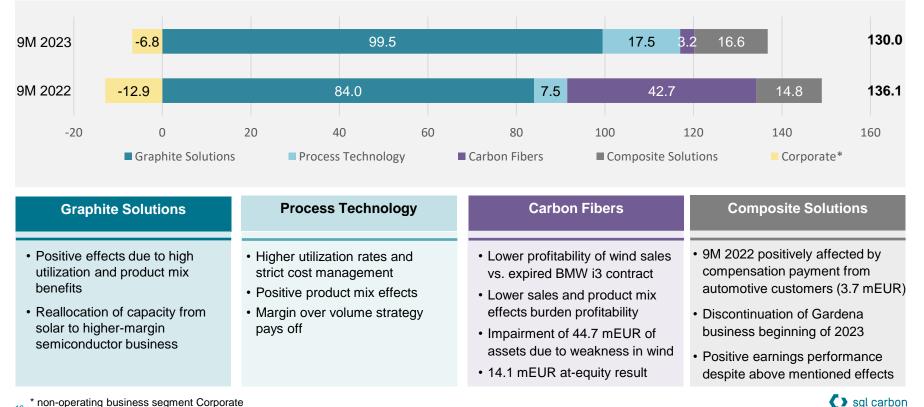
Equity ratio up by 4.0 ppt to 42.5%

ROCE with 10.2% decreased by 1.1 ppt (FY 2022: 11.3%)

Sales development per Business Unit (in mEUR)



EBITDApre development per Business Unit (in mEUR)



non-operating business segment Corporate

4 Current challenges and opportunities

"Drop in wind market burdens CF, but strong rise in demand from SiC customers boosts GS business"



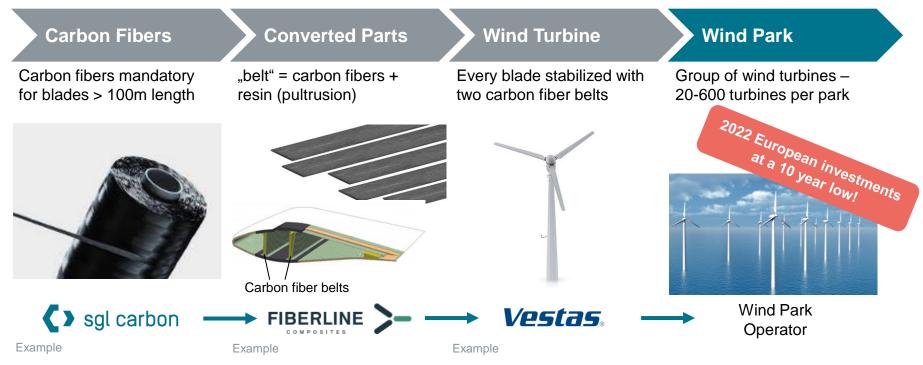
Challenge: SGL Carbon to transform its Carbon Fiber business

Transformation steps

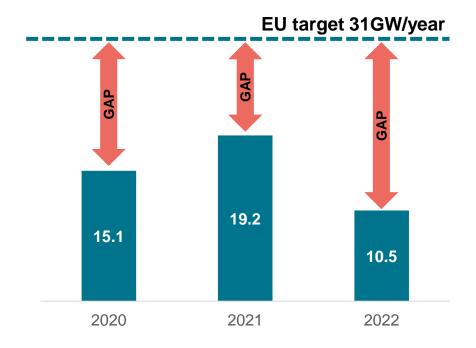
Until 2022 (BMW i3)	2023 (Wind Crisis)	After 2024
 SGL carbon fiber focused on BMW i (take-or-pay, high margin) 	i3 / • Wind energy in 10 years low in 2023	SGL expects recovery of wind market in 2024
 BMW i3 discontinued in 07/2022 Capacity re-allocated to wind energy 	 High carbon fibers inventories SGL partially idled capacity since June 2023 	SGL to diversify fiber portfolio for better resilience

Wind park installations drive carbon fibers demand in value chain

Value chain wind industry (illustrative)



2022: Temporary effect – recovery needed to meet EU 2030 targets



New EU Wind Capacity Financed [in GW]

Reasons for delayed wind investments

- Production costs for turbines increased by 40%
- Long permitting processes
- Uncoordinated governmental intervention in energy markets
- Rising interest rates

Trends in wind industry

- Mid-term double-digit growth
- Ostende Conference: offshore wind energy target of 120 GW by 2030 and 300 GW by 2050



More than 50 individual initiatives defined to improve CF-profitability

Positive effects on fixed and variable costs as well as inventories and cash flow

Production capacity	 Temporarily shutdown of production lines Affected sites: Lavradio, Muir of Ord 	 Biomass plant in Lavradio Greater flexibility, better energy mix 	Energy
Labor	 Headcount reduction in line with the shutdown of production lines 	 Reduction of indirect spend e.g. travel exp., administration costs 	Cost structure
Raw materials and supply	 Renegotiating contracts Expanding supplier base 	Reduction of inventoriesPayment terms adjustment	Working Capital

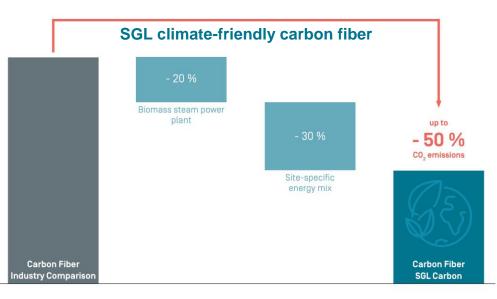
CF focus on growth in sustainable, climate-friendly markets

Climate-friendly carbon fiber

- Up to 50% less CO₂ emissions
- Use of a predominantly renewable energy at the Moses Lake site (USA)
- Installation of a biomass plant at the Lavradio site (Portugal)

Growth in Pressure Vessels and Construction

- Marketing 50 k carbon fiber for pressure vessels
- Certification of carbon fibers in the construction sector







New higher margin Carbon Fiber application – stepwise migration

New carbon fiber markets



H₂ Pressure Vessels

- Mid-term
- Volume: medium
- Launched Q2/2023, already customers, others sampled

Construction

- Mid-term
- Volume: small
- Concrete refurbishment already existing business





Aerospace

- Long-term
- Volume: medium
- Special CF IM fiber, approval & redesign ongoing at Airbus/Boeing

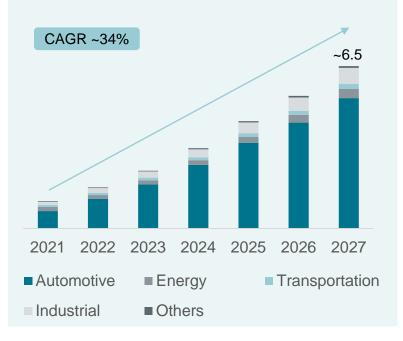
Concrete Rebars

- Long-term
- Volume: medium
- Carbon fibers with thermoplastics, local approvals needed

Opportunity: SiC power semi serve the future trends of digitization and climate protection

SiC Semiconductors¹ [in bnUSD]

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Growth segment for SiC power

- Electric vehicles clearly remain the #1 application
- Industrial applications as 2nd strongest driver
- Distributed energy (e.g. PV, storage)

Reduction of CO₂ emissions

- Electrification of transport leads to an increasing electricity demand
- SiC semis play a key role in production, storage and transport of electricity
- Efficiency of SiC semis enable huge CO₂ savings



What is SGL Carbons role in the Silicon Carbide value chain?

Example automotive industry



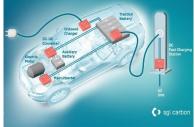




Sql carbon

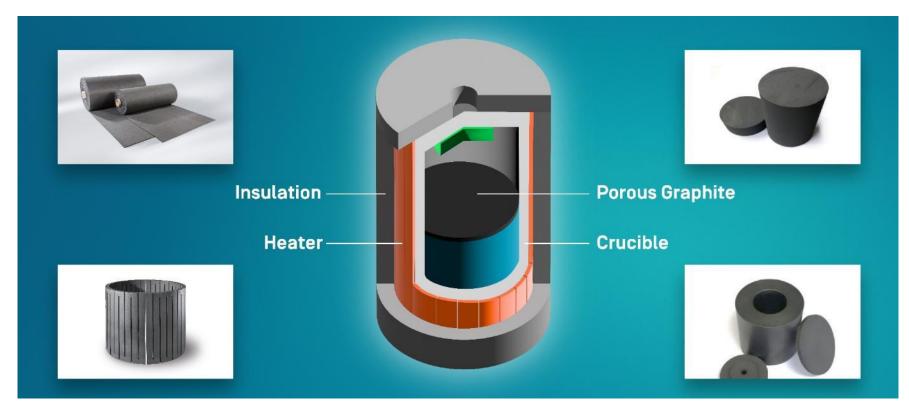


Inverter





Wafer manufacturers need SGL graphite components for SiC crystal growth





SGL semiconductor sales development exceeds market trend



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GS market segment semiconductor & LED over time

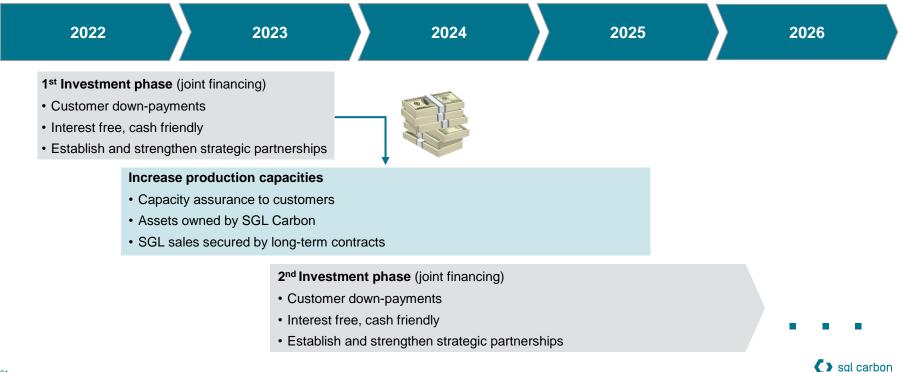
Drivers of portfolio shift

- 34% SiC market growth (CAGR 2021-2027 Yole Research)
- 42% SGL's Semiconductor & LED sales growth (CAGR 2021-2023) while SGL SiC sales growth even outperforming
- Focus on market segments with most attractive margins and growth potential
- Full capacity utilization for isostatic and porous graphite
- Expansion of SGL production capacities
- Customer down-payments of 27 mEUR in 2022 and 40 mEUR after 9M 2023 to invest in new production capacities to meet customer demand



Joint financing to increase production capacities

Win-win situation for SGL and our customers (illustrative)



Capex 59.1 mEUR mainly used to increase production capacity in GS (9M 2022: 31.8 mEUR)

New investments in the high double-digit million range ensure expanded capacities

St. Marys / US

Expansion of machining capacity Purification capacity increased by ~50%

Morganton / US-

Investment to expand in porous graphite production

Bonn / DE Expansion of machining and purification capacity Investment projects started in 2023

Meitingen / DE

Ramp-up of new production capacity in 2024 for insulation material

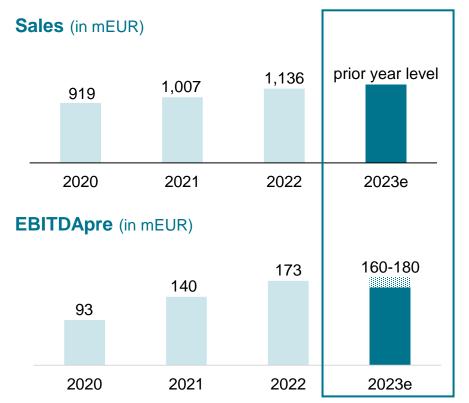
Shanghai / CN

Ramp-up purification capacity in H2 2023 by 100%

5 Fiscal year 2023 "Stabilization of achieved level and investments in capacity expansion to meet rising demand from SiC semiconductor industry"



Stabilization at prior year level



Key drivers and effects Sales

- Focus on established business in growth markets such as semiconductors, electromobility and renewable energies
- Selective expansions in our core segments
- Slight negative sales impact due to Gardena business sale (~30 mEUR) as well as BMW i3 full year effect

EBITDApre

- Margin over volume strategy
- 2023 to be the first year with full impact of expiry of attractive BMW i3 contract in mid of 2022
- Factor costs on high level
- · Expected to be achieved at the lower end of the range



6 Summary

"Excellent growth perspectives, stable cost basis and solid financial structure"



Summary: Guidance confirmed - 3 of 4 Business Units at all time high

	Graphite Solutions	Process Technology	Carbon Fibers	Composite Solutions
Performance	ALLXTIME High	AllxTime High	-	AllxTime High
Situation & Ma	rket			
:	Growth in Silicon Carbide (SiC) intact and increasing Automotive stable Graphite running at full capacity	 Systems as well as parts & services at all time high Chemical projects lower than previous year Healthy order backlog 	 Wind energy crisis = low utilization of assets Long-term trends confirmed European Union "Wind Power Action Plan"* 	 Good utilization Luxury & sports car segment expanding
Way forward a	t SGL Carbon			
1	Follow growth path Expand capacity GS is growth driver of SGL	 Continue quality leader and high margin strategy 	 Capacities partly idled Cost-cutting Focus alternative markets e.g. pressure vessels 	 Continue current strategy Promising project pipeline
* Wind Power Action	Plan: COM 2023 669 1 EN ACT pa	art1_v8.pdf (europa.eu)		sgl carbon

7a Backup



9M 2023 impacted by weakness in CF

Group income statement (in mEUR)

	9M/2023	9M/2022
Sales	821.7	853.9
EBITDApre	130.0	136.1
EBITpre	86.7	92.2
Exceptionals	-47.2	7.8
EBIT	39.5	100.0
Financial result	-24.7	-22.7
Results before income taxes	14.8	77.3
Income tax expense	-9.0	-7.8
Non controlling interests & discontin. operations	-0.5	1.1
Net result attributable to shareholders	5.3	70.6

Key developments

- Sales -3.8%
 - Sales decline driven by weak demand from wind despite strong demand in semiconductor and solid automotive call-offs
- EBITDApre -4.5%
 - Lower sales in CF/Wind
 - Higher utilization in GS, PT and CS
 - Product mix effects
- Significant higher exceptionals, mainly due to impairment of 44.7 mEUR in CF

Stabilization at solid levels

Key figures and ratios (in mEUR)

	30.09.2023	31.12.2022
Equity ratio (in %)	42.5	38.5
Total liquidity	149.4	227.3
Net financial debt	166.6	170.8
Leverage ratio (net fin. debt/EBITDApre)	1.0	1.0
ROCE _{EBITpre} (in %)	10.2	11.3

Key developments

- Balance sheet solid
- Net financial debt decreased slightly
- Equity ratio improved by 4.0 ppt
- ROCE decreased

Cash flow (in mEUR)	9M 2023	9M 2022
Cash flow from operating activities	75.9	54.0
Capex	-59.1	-31.8
Cash flow from other investing activities	18.2	0.5
Free cash flow (continuing operations)	35.0	22.7

- Capex as expected significantly above prior year level
- FCF higher due to higher cash flow from operating activities and other investing activities

Outlook 2023 on Business Unit level: weak CF compensated by better performance in PT and CS. GS continuation of strong performance.

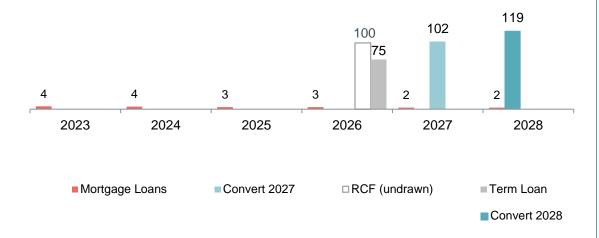
	Graphite Solutions	Process Technology	Carbon Fibers	Composite Solutions
Sales	slight increase	significant increase	significant decrease	stable
EBITDApre	significant increase	significant increase	significant decrease	slight improvement
Growth & profita- bility drivers	 Special graphite components for SiC-based semiconductors Renewable energy and LED Local supply of critical components and technology 	 Benefitting from well-filled order book Expanding its technological leadership role and optimizing its cost position 	 Full year effect automotive contract termination Drop in demand from wind industry Focus on development of attractive niches e.g. pressure vessels 	 Growth with new automotive programs, high level of automation and enlarging regional footprint (USA)

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The new convertible together with financing headroom and cash on hand enable the redemption of the corporate bond

Maturity Profile as of September 30, 2023 in mEUR



Two ESG KPIs included in new Credit Facilities



ENVIRONMENTAL

Reduction of CO_2 emissions intensity (in kt CO_2 e, Scope 1 and 2, per 1 mEUR sales)



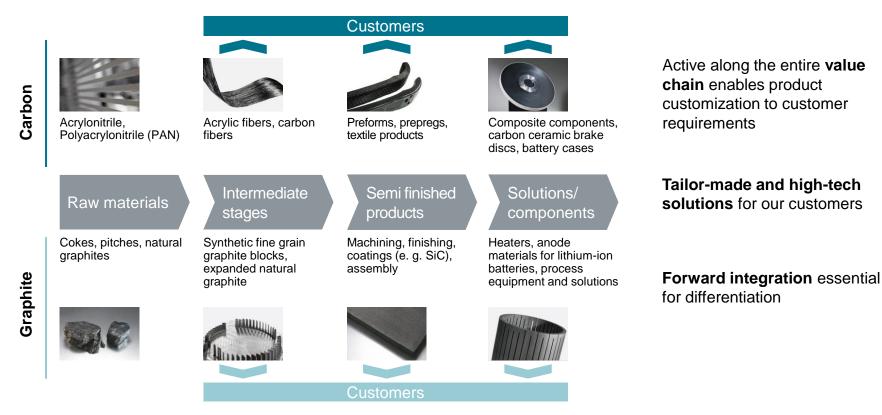
SOCIAL

Reduction of Lost Time Injury (LTI) frequency rate per 1 million working hours

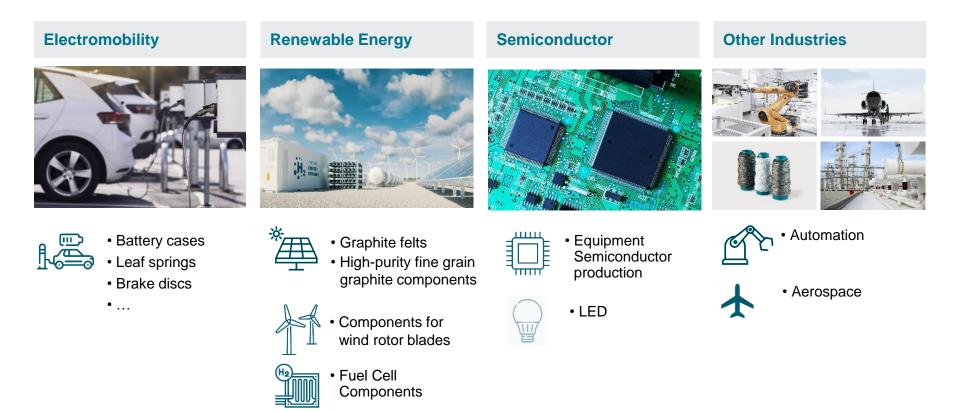
7b Attractive products from our Business Units support future markets



Active on entire value chain in carbon and graphite Advantages in cost, quality and differentiation



SGL products in fast growing markets



SGL Carbon – innovative products used in future markets

Graphite Anode Materials for Lithium-Ion-Batteries





USP GAM

- Synthetic graphite being superior compared to natural graphite
- High cycle stability and good fast charging performance
- Scalable production processes to market demand

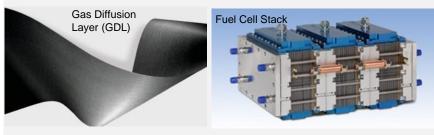
Market dynamics/size

- Benefiting from strong growth in e-mobility and stationary power storage;
- CAGR (2020-25): 30%; Market size (2025): €5.8 billion

Participation of SGL Carbon

- Tailor-made products based on SGL synthetic graphite
- Superior position of SGL in fast growing market Europe
- SGL offers services via its Battery Application Lab

Non-replaceable component in Fuel Cells



USP Gas Diffusion Layers

- Enhancing efficiency of a fuel cell by:
 - homogenizing gas distribution and reducing electrical resistance
- Additional potential due to usage in electrolysis cells for the manufacturing of hydrogen

Market dynamics/size

- Benefiting from strong growth in e-mobility
- CAGR of 40%; Market size 2025: €500 million
- SGL Carbon amongst TOP 2 suppliers

Participation of SGL Carbon:

- Long term contracts with leading OEMs (e.g. Hyundai)
- Global sales footprint of more than 200 customers

SGL Carbon – innovative, tailor made and of highest quality

Benefiting from strong growth of e-mobility

Battery case



USP of Carbon Composites

- Stability and safety for passengers (fire, crash etc.)
- Weight reduction up to 40% compared to metals
- Thermal insulation
- produced in a highly automated process

Market dynamics

- CAGR of around 40% (electric vehicle market 2020-2028)
- CAGR of 70% (long fiber composite battery case components 2018-2025)

Participation of SGL Carbon

- Usage of full value chain; from precursor to component
- One-stop shop from engineering to production
- Industry leader for high volume composite components

Large-scale automotive application for thermoplastic profiles

Thermoplastic profiles and component (Skirt of a wind runner)



USP SGL Carbon

 Coverage of the complete value chain (precursor -> carbon fiber)
 Excellent mechanical properties, tailor-made carbon fibers and highly customizable products

Great potential for large-scale production

- Highly automated processes
- High material efficiency in manufacturing & processing
- Recyclability due to thermoplastic matrix
- Advanced manufacturing design
 - Skeleton structure carbon fiber is used only where necessary
 - Very low costs for lightweight construction, in some cases comparable to aluminum or steel

7c Backup - Others



CEO - Dr. Torsten Derr and CFO – Thomas Dippold



"SGL Carbon and I are a good fit, I know how to manage technology focused businesses with an appropriate cost structure and a clear focus on market requirements"

- Born and raised in Bremen, northern Germany
- Studied and completed PhD in Chemistry in Bremen
- Professional career
 - 10 years Bayer AG in various roles
 - 10 years Lanxess AG (Business Unit Head)
 - 4 years Saltigo GmbH, subsidiary of Lanxess AG (CEO)
- Overall, 23 years experience in technology focused industries, of which 15 years with P&L responsibility. Expert in successful restructuring processes.



- "I am fascinated by the SGL's materials portfolio and competence and aim to support SGL's turnaround and sustainable path to profitability"
- Born and raised in Bamberg, southern Germany
- Studied Business Administration in Bamberg and Mainz (Germany) as well as Austin, Texas
- Started professional career at HSBC
- Various Finance roles at Schott AG (Germany and Asia)
- CFO at Semikron International in Nürnberg (Germany)
- CFO at Faber-Castell AG, Stein (Germany)
- CFO of stock exchange-listed Schaltbau Holding AG
- Overall, 23 years experience in various finance roles, with particular focus on successful operational and financial transformation situations

Global presence SGL Carbon worldwide sites





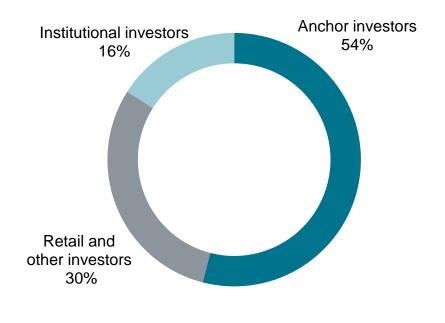
Shareholder structure dominated by anchor shareholders

Anchor investors

Structure:

- SKion GmbH: 28.5% (Investment company of Mrs. Klatten)
- BMW AG: 18.4%
- Volkswagen AG: 7.4%

Shareholder structure



Sgl carbon

Financial calendar and IR contact details

Financial calendar

March 22, 2024

- Publication of the Annual Report 2023
- Annual Press Conference
- Investor and analyst meeting (incl. conference call)

May 8, 2024

- Statement on the First Quarter 2024
- Conference call for analysts and investors

May 23, 2024

Annual General Meeting (virtual)

August 8, 2024

- Report on the First Half Year 2024
- Conference call for investors and analysts

November 7, 2024

- Statement on the First Nine Months 2024
- Conference call for investors and analysts

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Important Note

This presentation contains statements relating to certain projections and business trends that are forward-looking, including statements with respect to SGL Carbon's outlook and business development, including developments in SGL Carbon's Graphite Solutions (GS), Process Technology (PT), Carbon Fibers (CF) and Composite Solutions (CS) businesses, expected customer demand, expected industry trends and expected trends in the business environment, statements related to SGL Carbon's cost savings programs. You can generally identify these statements by the use of words like "may", "will", "could", "should", "project", "believe", "anticipate", "expect", "plan", "estimate", "forecast", "potential", "intend", "continue" and variations of these words or comparable words. These statements are not historical facts, but rather are based on current expectations, estimates, assumptions and projections about SGL Carbon's businesses and future financial results, and readers should not place undue reliance on them. Forward-looking statements do not guarantee future performance and involve risks and uncertainties. These risks and uncertainties include, without limitation, changes in political, economic, legal and business conditions, particularly relating to SGL Carbon's main customer industries, competitive products and pricing, the ability to achieve sustained growth and profitability in SGL Carbon's Graphite Solutions (GS), Process Technology (PT), Carbon Fibers (CF) and Composite Solutions (CS) businesses, the impact of any manufacturing efficiencies and capacity constraints, widespread adoption of carbon fiber products and components in key end-markets of SGL Carbon, including the automotive and aerospace industries, the inability to execute additional cost savings or restructuring measures, availability of raw materials and critical manufacturing equipment, trade environment, changes in interest rates, exchange rates, tax rates, and regulation, available cash and liquidity, SGL Carbon's ability to refinance its indebtedness, development of the SGL Carbon pension obligations, share price fluctuation may have on SGL Carbon's financial condition and results of operations and other risks identified in SGL Carbon's financial reports. These forward-looking statements are made only as of the date of this document. SGL Carbon does not undertake to update or revise the forward-looking statements, whether as a result of new information, future events or otherwise.