2021 SUSTAINABILITY REPORT

GrafTech International

ABOUT THIS REPORT

We are pleased to present the 2021 GrafTech Sustainability Report. This Report features environmental, social, and governance ("ESG") efforts and initiatives related to GrafTech International Ltd. and its subsidiaries (collectively, "GrafTech," the "Company," or "we"), and it is an update to our Sustainability Reports published in 2020 and 2021.

The disclosures in this Report provide historical company information and data covering calendar year 2021, unless otherwise noted. In some cases, data and information related to corporate responsibility and sustainability priority areas may include programs and activities underway or introduced in the 2022 calendar year.

The Report has gone through an internal review process including executive and subject matter expert reviews. We welcome feedback and questions about this Report. Please direct all questions and feedback on this Report to sustainability@graftech.com.

MESSAGE FROM THE CEO

Dear valued stakeholders,

I am pleased to present GrafTech's 2021 Sustainability Report. As we continue to progress through our sustainability journey, we are excited to share our ESG performance, accomplishments, and contributions towards the decarbonization of steel.

For more than 100 years, GrafTech has been manufacturing graphite electrode products that are essential to the production of electric arc furnace ("EAF") steel. EAF steel production is a critical part of the circular economy–producing a product that can be continually recycled and is generated almost entirely from recycled scrap metal. EAF steelmaking is more environmentally friendly than blast furnace steelmaking, generating significantly less carbon dioxide emissions compared to a blast furnace facility.

GrafTech's success is only possible with the hard work of our global team and their commitment to upholding our core values of Safety, Environment, and Quality, what we internally refer to as "SEQ." These values focus our attention on a core mission for GrafTech: providing a safe work environment for all employees, environmental stewardship, and delivering superior product quality.

We are committed to health and safety excellence and promoting the well-being of our people. We continuously strive to improve our safety performance by focusing on programs and initiatives that hold all employees–from executives to the plant floor–accountable for keeping everyone safe, every day. I am very proud of the dedication of our team as we work to reach our ultimate goal of every employee going home safely every day.

Overall, we are proud of the progress we made across the organization towards our ESG initiatives in 2021. In addition to our safety initiatives, we undertook activities as varied as our community involvement and outreach efforts at several of our sites, our use of captured heat to reduce our fuel consumption, and our emissions reduction efforts that include capital investments and advanced engineering technology on the equipment at our sites. Using these projects as a roadmap, we are fully committed to advancing these efforts across our global organization.

We are using the materiality assessment we completed in 2021 to help us build the foundation and strategy of our future sustainability work. A key component of our strategy is to drive sustainability performance and increase transparency on ESG issues.

As always, I welcome your questions and comments on our sustainability efforts and look forward to engaging with you on these topics as we move forward.

Sincerely,
Marcel Kessler
Chief Executive Officer

ABOUT GRAFTECH

GrafTech is a leading manufacturer of high-quality graphite electrode products essential to the production of EAF steel and other ferrous and non-ferrous metals. We believe that we have the most competitive portfolio of low-cost, ultra-high-power graphite electrode manufacturing facilities in the industry, including three of the highest capacity facilities in the world. We are the only large-scale graphite electrode producer that is substantially vertically integrated into petroleum needle coke, a key raw material for graphite electrode manufacturing. This unique position provides us with competitive advantages in product quality and cost.

Founded in 1886, we have over 135 years of experience in the research and development of graphite- and carbon-based solutions, and our intellectual property portfolio is extensive. Headquartered in Brooklyn Heights, Ohio, GrafTech has more than 1,350 employees globally,[1] with manufacturing facilities and sales offices operating in ten countries in 2022, while serving customers in over 50 countries. On August 15, 2015, we became an indirect wholly owned subsidiary of Brookfield Asset Management Inc. (together with its affiliates, "Brookfield"). In April 2018, we completed our initial public offering. Our common stock is listed on the New York Stock Exchange ("NYSE") under the symbol EAF. Brookfield owned approximately 25% of our common stock as of June 30, 2022.

Graphite electrodes are an industrial consumable product used primarily in EAF steel production, one of the two primary methods of steel production and the steelmaking technology used by all "mini mills." Electrodes act as conductors of electricity in the furnace, generating sufficient heat to melt scrap metal, iron ore, or other raw materials used to produce steel or other metals. We estimate that, on average, the cost of graphite electrodes represents less than 5% of the total production cost of steel in a typical EAF, but they are essential to EAF steel production. Importantly, EAF steelmaking is more environmentally friendly than blast furnace steelmaking: the EAF method produces approximately 25% of the carbon dioxide emissions of a blast furnace facility[2] and does not require the smelting of virgin iron ore or consumption of coal.

Petroleum needle coke is the key raw material we use in the production of graphite electrodes. We are substantially vertically integrated into this critical raw material source, significantly reducing our reliance on other suppliers. We believe we are one of the largest petroleum needle coke producers in the world. We also believe that the quality of our petroleum needle coke, controlled to exacting specifications, is superior for graphite electrode production compared to most of the petroleum needle coke available to our peers on the open market. This allows GrafTech to produce high-quality electrodes in a cost-effective manner.

For more information on our business and products, please visit our corporate website.

1   Number of employees as of September 30, 2022

2   Source: Steel Manufacturers Association

GRAFTECH AT A GLANCE

Founded
1886

Headquarters
Brooklyn Heights, Ohio

Sales volume
167K metric tons[1]

Manufacturing and sales in
10 countries[2]

More than
1,350 employees[2]

Net sales
$1.346 billion[1]

1 For the year ended December 31, 2021
2 As of September 30, 2022

Our Operations

North America

Brooklyn Heights
Corporate Headquarters

Monterrey
Manufacturing Facility and Sales Office

Port Lavaca
Seadrift Needle Coke Manufacturing Facility

St. Marys
Manufacturing Facility and Sales Office

South America

Salvador
Machine Shop and Sales Office

Africa

Meyerton
Sales Office

Europe

Bussigny
Sales Office

Calais
Manufacturing Facility and Sales Office

Moscow
Sales Office

Pamplona
Manufacturing Facility and Sales Office

Asia Pacific

Beijing
Sales Office

Japan
Sales Office

VALUES AND CULTURE

Our Commitment to Safety, Environment, and Quality

At GrafTech, we aim to do the right thing every time. We value health and safety excellence, environmental performance, and our most important asset—our people.

As a company, we are committed to unyielding integrity and to ensuring the success of future generations of employees, customers, stockholders, and communities.

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Business Ethics

At GrafTech, we understand that ethical conduct and business success are inseparable, and no business objective can be achieved without following this fundamental principle. Our Code of Conduct and Ethics (the "Code") supports this foundational tenet and informs thoughtful decision-making. The Code applies to employees, directors, and officers of GrafTech. We also expect that third parties with whom we do business will adhere to the highest standards of ethical conduct and will comply with all applicable laws. Accordingly, we require suppliers and contractors to comply with GrafTech's Supplier Code of Conduct for Suppliers and Contractors.

As outlined in the Code, GrafTech commits to fostering a healthy, safe, and secure work environment for all our employees by providing equal employment opportunities and a harassment-free workplace, and by respecting human rights and diversity. Compliance with the law and adherence to the highest standards of ethical conduct are critical. Our Code provides employees with guidance on conducting business ethically, including complying with laws for anti-trust and competition, anti-bribery, export control, and environmental regulations. Each year, our employees review and certify compliance with the Code.

GrafTech provides employees with formal ethics and compliance training sessions that reinforce these principles on topics that include workplace harassment, avoiding bribery and corruption, prohibiting insider trading, complying with international trade laws and regulations, and reinforcing information technology ("IT") security. Our Board of Directors (the "Board") also annually reviews the Code as part of its regular review of our corporate governance practices.

To maintain our culture of ethical conduct and integrity, we expect all employees, directors, officers, and business partners to raise concerns or report violations. Employees can raise concerns or report a violation through several means, including reporting to supervisors or managers, the human resources department ("HR"), the legal department, or via the Ethics Line, which can be accessed by phone or through an online platform.

The Ethics Line is operated by an independent third party, is available 24/7, and provides the option to report complaints anonymously. It is our policy that no employee or representative shall be retaliated against for asking questions, raising concerns, or assisting in an investigation relating to an actual or potential violation of the Code or GrafTech policy or procedure, provided such individual is acting in good faith. All reports and concerns are taken seriously, and members of the internal audit team, legal department, and HR manage the investigation of reported ethics violations and determine appropriate follow-up corrective actions.
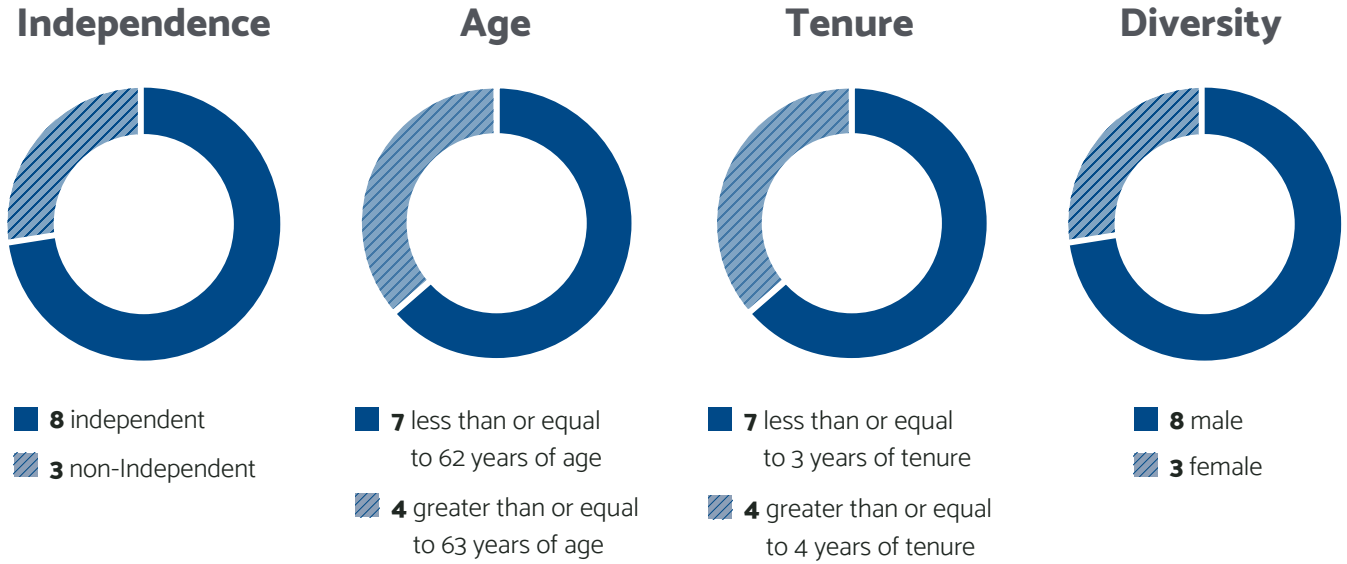
Corporate Governance

GrafTech is a publicly traded company, listed on the NYSE, and complies with applicable NYSE listing and governance standards and U.S. Securities and Exchange Commission ("SEC") rules and regulations.

Our Board is committed to strong corporate governance practices and is dedicated to ensuring that GrafTech is managed for the long-term benefit of our stockholders and other stakeholders. To fulfill this role, the Board and its committees meet throughout the year and engage in meaningful discussions with management to ensure that the Board is informed regarding the Company's activities, operating plans, and initiatives.

Our Board consists of eleven directors: eight are independent under NYSE definitions, two are Brookfield representatives, and one is GrafTech's Chief Executive Officer and President. Three of our directors are women. The Board has three standing committees–the Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee–and the Board is guided by our Corporate Governance Guidelines. Our Nominating and Corporate Governance Committee reviews director qualifications at least annually. The criteria for selecting new directors must meet NYSE and SEC requirements. Additionally, the Board and its committees evaluate their performance annually based on criteria developed by the Nominating and Corporate Governance Committee to determine whether the Board and its committees are functioning effectively.

Board of Directors Snapshot

Independence	Age	Tenure	Diversity

Independence
- ■ **8** independent
- ▨ **3** non-Independent

Age
- ■ **7** less than or equal to 62 years of age
- ▨ **4** greater than or equal to 63 years of age

Tenure
- ■ **7** less than or equal to 3 years of tenure
- ▨ **4** greater than or equal to 4 years of tenure

Diversity
- ■ **8** male
- ▨ **3** female

Committee Composition

Board committees are composed entirely of independent directors

Director Key Skills

- ■ Financial expertise
- ■ Chief Executive Officer ("CEO") or executive management expertise
- ■ Industry experience

For more information on our corporate governance practices, please see our most recent Proxy Statement.

Risk Oversight

The Board oversees the management of GrafTech's risk exposure through the following framework: management regularly provides the Board with updated information concerning strategic, operational, and emerging risks to GrafTech's primary business goals and initiatives in each geographic area and each functional group, as well as the Company's efforts to mitigate those risks.

The Board is responsible for understanding GrafTech's most significant risks, ensuring that management responds appropriately, and making risk-informed strategic decisions. The Board monitors risk exposure to ensure it is in line with GrafTech's overall tolerance for and ability to manage risk. Each standing committee within the Board contributes to risk oversight.

The Audit Committee:

- Comprises independent directors who have extensive experience in providing strategic and advisory services to other companies.

- Has primary responsibility for assisting the Board with risk oversight for GrafTech, as well as our policies for risk management and assessment.

- Considers audit, accounting, financial reporting, and compliance risk, including material litigation instituted against GrafTech, cybersecurity issues, and resolution of any ethics issues.

- Holds separate executive sessions at each regularly scheduled meeting. These executive sessions may include representatives from our independent registered public accounting firm, as well as our risk management and internal audit, finance, and legal departments.

The Compensation Committee:

- Reviews and balances risk in our compensation practices, programs, and policies.

- Annually assesses GrafTech's compensation programs to determine if any elements of these plans create an inappropriate level of risk and to evaluate management's methods to mitigate any potential risks.

The Nominating and Corporate Governance Committee:

- Oversees risks associated with Board and committee composition.

- Manages the annual self-assessments of the Board and its committees and oversees the implementation and reporting back of the results.

The Board's role in risk oversight complements our leadership structure with senior management responsible for assessing, managing, and mitigating our risk exposure and the Board and its committees overseeing those efforts. We believe that this is an effective approach for addressing the risks we face as it allows our independent directors, including the fully independent Audit Committee, to evaluate our risks and our risk management and assessment policies with ultimate oversight by the full Board.

Data Security and Privacy

It is critical for GrafTech as a global company to maintain the security and integrity of our IT systems and the data we store related to our business, employees, suppliers, and customers. Just as we protect our own confidential information, we respect the proprietary and confidential information of others. In addition, we are subject to and comply with various regulations related to data use and privacy protection, such as the EU General Data Protection Regulation.

GrafTech representatives from various departments, including IT, internal audit, legal, and HR, are responsible for developing, implementing, and monitoring IT security and data privacy programs.

Every employee plays a critical role in ensuring the protection of our information systems. We maintain policies and procedures to address information security, data use and protection, and cybersecurity management. Employees participate in quarterly training focused on cybersecurity initiatives, and security awareness and data protection are also included in the annual Code of Conduct training. Our salaried employees receive training on the use and protection of personal data. Our IT team also routinely deploys phishing campaigns to test user awareness.

As part of our ongoing program to assess the measures that mitigate and prevent cybersecurity attacks, we also engage third-party experts to evaluate and test our cybersecurity controls and information security programs.

APPROACH TO SUSTAINABILITY

Sustainability is fundamental to our business strategy and culture. Our ESG Steering Committee includes our Vice President Investor Relations, Director of Health, Safety and Environmental Protection ("HSEP") and our senior leadership team, which is composed of the CEO, Chief Financial Officer ("CFO"), Chief Operating Officer ("COO"), Chief Legal Officer ("CLO"), Vice President Human Resources, and Senior Vice President Commercial. Our ESG Steering Committee is responsible for defining our ESG mission and developing, implementing, and overseeing the company-wide ESG strategy. Our ESG working group is composed of cross-functional subject matter experts and includes representatives from our environmental, health, and safety; legal; finance; investor relations; communications; engineering; procurement; and HR groups. The working group is responsible for developing and implementing programs and initiatives that support our ESG strategy, including:

- Providing support for ESG programs at our individual sites.

- Establishing, tracking, and reporting on key performance indicators ("KPIs") relevant to our priority topics.

- Identifying and prioritizing opportunities, emerging technologies, and strategies to help us improve our ESG performance.

As part of our continuous improvement efforts, the capital planning process includes a review of the ESG impacts to ensure they are considered in the project approval process. A review of our ESG initiatives and metrics is shared in our monthly business review meetings. The senior leadership team also provides ESG strategy updates, including metrics, at each Board meeting.

Materiality and Stakeholder Engagement[1]

At GrafTech, we believe active engagement with stakeholders is essential to our success—helping us build strong, mutual relationships that inform our sustainability practices, policies, and priorities. We identify stakeholders through interviews with the senior leadership team, the ESG Steering Committee, the ESG working group, and subject matter experts within GrafTech. We select stakeholders for engagement based on their knowledge and understanding of our overall operations, industry positions, regulatory history, and community involvement.

We regularly engage our stakeholders through both formal and informal processes that allow us to identify and proactively address emerging sustainability needs, risks, and opportunities. Our stakeholder groups include customers, investors, suppliers, trade associations, leadership and board members, regulators, industry associations, non-governmental organizations, community members, and employees. Stakeholder engagement centers on employee involvement in industry organizations and associations, as well as interactions with customers, suppliers, and community members.

To continue to evolve our sustainability efforts, we engaged an independent third-party advisor to update our ESG materiality[1] assessment in 2021. Following the guidelines for establishing materiality and material topics, as laid out in the 2016 GRI Sustainability Reporting Standards,[1] the assessment identified, mapped, and prioritized ESG issues, risks, and opportunities in terms of importance to our business and stakeholders. The process included the following actions:

2021 Materiality Assessment Update Process

Identifying Topics

- Evaluated 23 potential ESG topics
- Obtained topic input from key internal and external stakeholders
- Analyzed industry, market, and regulatory data
- Conducted thorough review of emerging trends
- Performed benchmarking and research against
  - Four peers
  - Four customers
  - Four rater and rankers
  - Seven industry associations and thought leaders

Engaging Stakeholders

- Engaged with GrafTech internal subject matter experts to refine topics list and identify possible impacts, risks, and opportunities across GrafTech's value chain
- Interviewed stakeholders and validated results

Prioritizing Results

- Assigned each topic with a value based on importance to GrafTech's business and stakeholders to identify the highest priority ESG topics
- Results revealed nine priority Tier 1 topics in four focus areas

1 Consolidated Set of GRI Sustainability Reporting Standards 2016: A material topic reflects a reporting organization's significant economic, environmental and social impacts; or substantively influences the assessments and decisions of stakeholders. In sustainability reporting, materiality is the principle that determines which relevant topics are sufficiently important that it is essential to report on them. For the purposes of this report, we have determined materiality and material topics based on the relevant sustainability reporting framework definitions, which is different than the definition used in the federal securities laws for filing with the SEC. Issues deemed material and use of the words "materiality" and "material," for purposes of this report may not be considered material for SEC reporting purposes.

Our Focus Areas

Our sustainability approach leverages four focus areas to ground our efforts: Environment, Society, Products and Customers, and Workforce. In each focus area, we have identified priority ESG topics that reflect our commitment to these tenets, as well as the significant role they play in our sustainability efforts. Priority ESG topics in each focus area include:

Environment
- Climate and Energy
- Air Emissions

Products and Customers
- Materials Sourcing
- Customer Service
- Product Quality
- Product Stewardship
- Innovation

Society
- Community Engagement

Workforce
- Occupational Health and Safety

ENVIRONMENT

As a global manufacturer, we recognize that our graphite electrode manufacturing processes have an impact on the surrounding environment. GrafTech's efforts and focus on energy conservation, waste recycling, and water management demonstrate our continued commitment to reducing our environmental footprint.

Our 2021 materiality assessment[1] revealed two top environmental priorities: climate and energy, and air emissions. Recognizing the importance of these topics, GrafTech maintains environmental management systems at each of our manufacturing sites that allow us to measure our efforts and identify and address risks. Protecting the environment and reducing our environmental footprint are critical to our operations and the long-term success of our business.

CLIMATE AND ENERGY

Our materiality assessment[1] identified climate and energy as important issues for our stakeholders and GrafTech. To drive improvements in these areas, we continually evaluate our internal climate and energy management programs to better align with our stakeholders' expectations.

We recognize the need for additional transparency around climate and energy disclosures. In response to requests from our stakeholders, we completed the Climate Disclosure Project ("CDP") survey for the first time in 2022.

Approach

Energy management has long been integrated into our operations–from our policies and procedures to data collection and monitoring of performance metrics. Due to the significance of climate and energy, we are taking additional steps to measure, manage, and identify opportunities to reduce the amount of energy consumed by and the amount of greenhouse gas ("GHG") emissions generated from our manufacturing process and throughout our value chain. We have subject matter experts within GrafTech who work with the sites to identify projects that align with our overarching climate and energy strategy.

Heat Recovery Systems

We see significant potential for the use of recovered heat and energy in our operations, particularly as we aim to reduce our direct and indirect energy consumption. Our Pamplona plant installed a heat recovery system in 2020, and the site achieved a 21% reduction in natural gas consumption and a 14% reduction in emissions for this unit. Following this success, we are expanding the program at Pamplona and plan to have additional heat recovery systems in place on the furnaces at the plant. This program is viewed as a benchmark for installing heat recovery systems at our other sites.

In 2021, we commissioned a feasibility study at our Calais plant to look for applications for recovered heat from baking operations. The study identified several opportunities to use the recovered heat, and the results are currently under review by our engineering and operations teams. Our intention is to use this feasibility study to not only take advantage of recovered heat applications at Calais, but also to further investigate the technologies identified in the study.

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1   Consolidated Set of GRI Sustainability Reporting Standards 2016: A material topic reflects a reporting organization's significant economic, environmental and social impacts; or substantively influences the assessments and decisions of stakeholders. In sustainability reporting, materiality is the principle that determines which relevant topics are sufficiently important that it is essential to report on them. For the purposes of this report, we have determined materiality and material topics based on the relevant sustainability reporting framework definitions, which is different than the definition used in the federal securities laws for filing with the SEC. Issues deemed material and use of the words "materiality" and "material," for purposes of this report may not be considered material for SEC reporting purposes.

Performance

GrafTech saw stronger demand for our products in 2021 compared to 2020. The demand resulted in a 24% uptick in sales volume compared to 2020 and a 23% uptick in production volume compared to 2020. With the increased production, both direct and indirect energy consumption levels rose compared to 2020 levels.
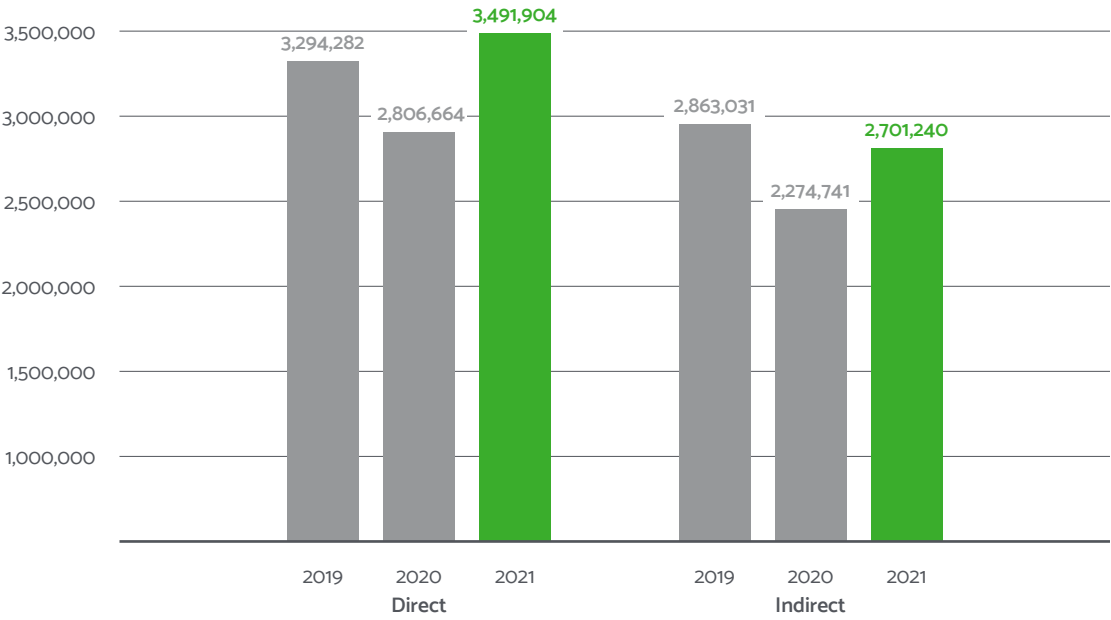
Decreasing—or even maintaining—energy consumption and related emissions is a challenge, particularly as production expands. We will continue to implement projects and programs that support our commitment to reducing our overall energy and emissions intensity.[1]

We monitor our energy usage data monthly with the aim to identify changes and look for opportunities to improve our energy intensity. Our expectation is that by routinely evaluating the product mix and production volume by site, we can identify site-specific opportunities that will reduce energy consumption and emissions.
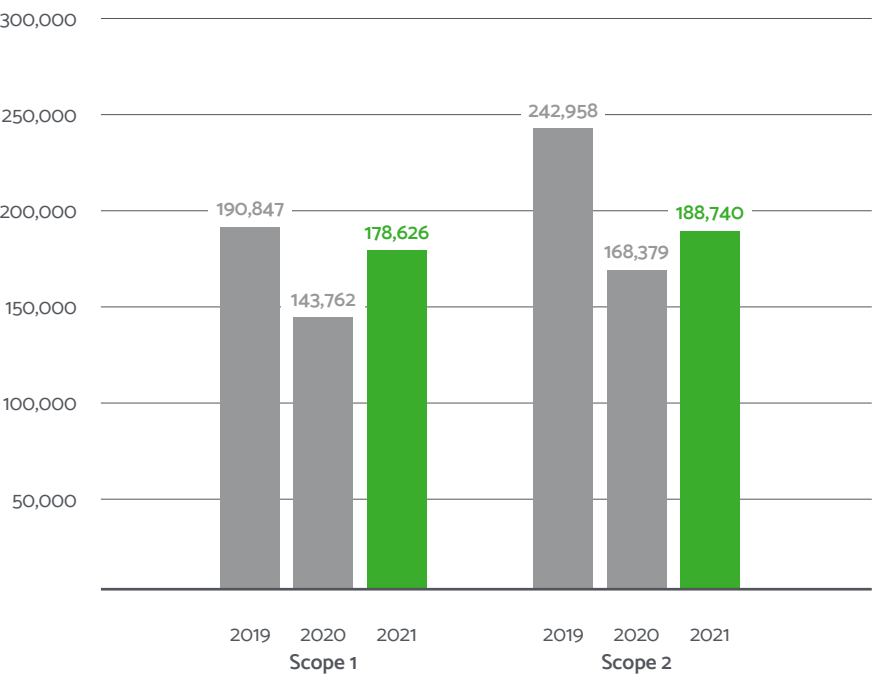
We plan to collect data on our Scope 3 emissions in 2022 and report on these metrics in future reports. Scope 3 emissions relate to the environmental impact of our suppliers, and as such, will present a more holistic view of our value chain's energy consumption. Additionally, we are undertaking lifecycle assessments ("LCAs") to identify the environmental impacts associated with the production of our graphite electrodes. In 2021, we completed an LCA of graphite electrodes manufactured at our Pamplona, Spain, facility. The LCA will be used to help further define opportunities and target areas for reducing our environmental impact.

1   Intensity = energy usage divided by the metric tons of graphite electrode production (production volume).
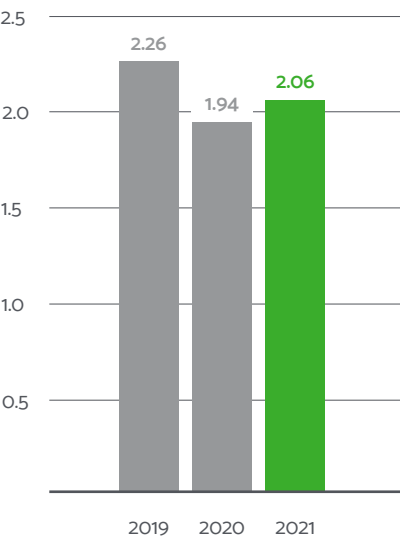
Additional Opportunities to Reduce Energy Intensity

In 2021, we expanded our efforts to identify opportunities to reduce our energy intensity and better track our progress. We are investigating opportunities to increase our consumption of electricity generated using greener energy sources, as well as incorporating renewable energy sources at our plants.

Both our Calais and Pamplona plants have earned the ISO 50001:2018 certification for their energy management systems. The sites have developed systems that identify main energy sources, track energy usage trends, measure results, find anomalies, and implement continuous improvement plans and corrective actions, as needed.

Our Seadrift site has a steam turbine that produces electricity from excess heat generated during the calcining process. Seadrift uses much of this steam-generated electricity for the manufacturing process, and the surplus electricity is sold to the grid. In 2021, Seadrift sold more than 9.1 million kilowatt hours (32,000 gigajoules) to the grid. The use of this co-generation enables our Seadrift operations to be highly energy efficient and creates an additional source of electricity for the community.

Total Energy Consumed[1] (gigajoules)

Direct: 2019 = 3,294,282; 2020 = 2,806,664; 2021 = 3,491,904
Indirect: 2019 = 2,863,031; 2020 = 2,274,741; 2021 = 2,701,240

Scope 1 and Scope 2 GHG Emissions[2] (mtCO$_2$e)

Scope 1: 2019 = 190,847; 2020 = 143,762; 2021 = 178,626
Scope 2: 2019 = 242,958; 2020 = 168,379; 2021 = 188,740

Scope 1 and Scope 2 GHG Emissions Intensity[3][4] (mtCO$_2$e / MT graphite)

2019 = 2.26; 2020 = 1.94; 2021 = 2.06

1   Energy usage includes data from our headquarters campus, all manufacturing facilities, and sales offices.

2   Scope 1 GHG emissions are direct emissions from onsite fuel combustion. Scope 1 emissions include our headquarters campus and manufacturing sites. The baking process has been identified as the primary driver for Scope 1 emissions. Scope 2 GHG emissions are indirect emissions resulting from the generation of electricity, heat, or steam purchased from a utility provider. Scope 2 emissions include headquarters campus, all manufacturing facilities, and sales offices. The graphitizing process has been identified as the primary driver for Scope 2 emissions. Both Scope 1 and 2 emissions are calculated using the GHG Protocol methodology.

3   GHG emission intensity is set with an operational boundary of the four graphite electrode manufacturing plants (Calais, France; Pamplona, Spain; Monterrey, Mexico; and St. Marys, Pennsylvania).

4   Scope 1 and 2 GHG emission intensity is measured as metric tons of CO$_2$e divided by the metric tons of graphite electrodes produced (production volume) in the reporting year. Production volume for 2019–2021 are as follows: 2019 = 177,000 metric tons; 2020 = 134,000 metric tons; 2021 = 165,000 metric tons.

AIR EMISSIONS

Our manufacturing processes generate air emissions, including NO_X, SO_X, and particulate matter. We recognize the importance of clean air, and as such, we continue to implement projects designed to reduce our impact on air quality in the communities where we operate.

Approach

At GrafTech, our aim is to manage, control, and reduce the emissions generated by our manufacturing processes.

Each of our sites has implemented programs to manage and control air emissions. Air emissions are monitored alongside our climate and energy initiatives and are subject to the same management structure.

Reducing Particulate Matter in Calais

At our Calais plant, we completed the project to optimize our thermal oxidizers. These upgrades allow for a more thorough incineration of air emissions, which resulted in a decrease in particulate matter concentrations from the thermal oxidizers. Since completing installation of the new graphitizing furnaces, we have continued to see increased production volume per furnace and reductions in the amount of metallurgical coke and electricity used, along with a significant reduction in air emissions.

Performance

With the increase in production volume in the last year, we have seen a resultant increase in air emissions, per the table below. Our focus remains on reducing our air emissions and we continue to monitor all our process improvement projects that impact air emissions to ensure that any changes and upgrades are achieving and maintaining anticipated outcomes.

Air Emissions[1] (metric tons)

	NO_X			SO_X			Particulate Matter[2]		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
	411	317	485	1,076	855	935	275	176	203
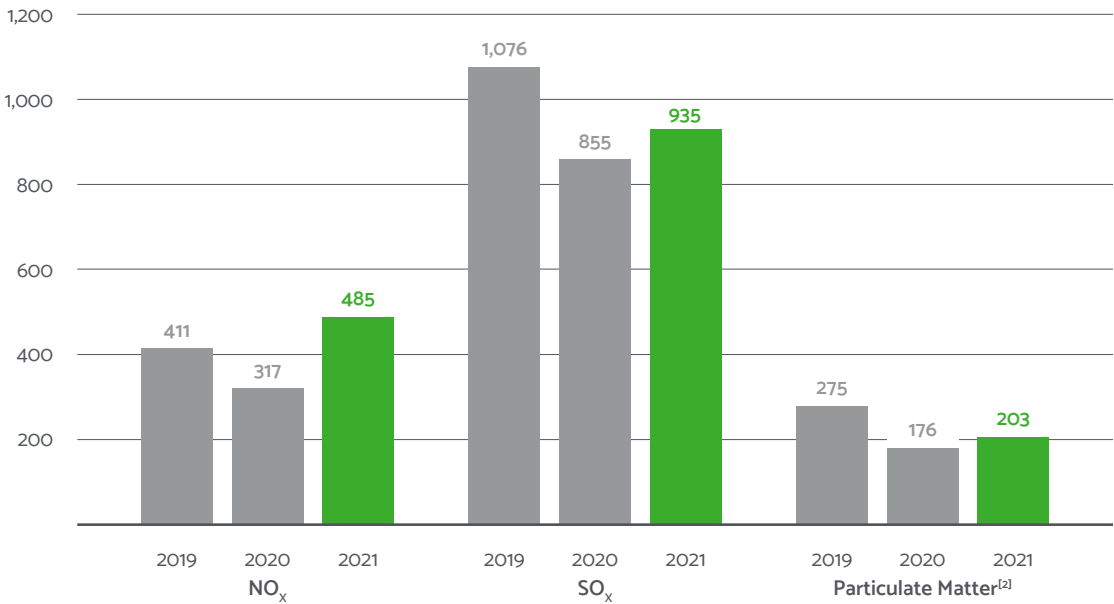
1 Air emissions includes data from our manufacturing facilities only.

2 Particulate matter (PM) is reported as total PM at most sites. Some sites only report PM10. These values have been included in the total PM emissions.

ENVIRONMENTAL MANAGEMENT SYSTEM

GrafTech is committed to protecting our communities and local environments through a strong environmental management system. This management system is anchored by policies and procedures that allow us to operate in compliance with our regulatory obligations, identify risks, and understand and reduce our environmental impacts. At each of our sites, environmental professionals are responsible for overseeing compliance, tracking progress, and reporting performance on environmental metrics. We recognize the ISO 14001 standard as best practice for environmental management, and we sought this certification at our Pamplona plant in early 2021. We have also undertaken ISO 14001 certification at our Calais plant, which will complete its final audit for certification in 2022.

Site managers provide monthly reports to the senior leadership team that include environmental and ESG-related performance data and initiatives. We also report our environmental and sustainability performance metrics to the Board quarterly.

Similar to our health and safety programs, each site is subject to periodic audits of their environmental management system. The audits are conducted by our Corporate Health, Safety, and Environmental Protection ("HS&EP") group and supported by local third-party auditors who are familiar with environmental laws and regulations in the regions where the sites are located.

SPOTLIGHT

New Dust Collector Reduces Fugitive Emissions in Pamplona

As part of our continuous improvement efforts to reduce the impact of our operations on air quality, in 2021, we installed a new dust collector on our graphitizing building at our Pamplona plant to help capture and reduce fugitive emissions, including dust (particulate matter).

The Pamplona graphitizing building features a long roof vent that runs the length of the building through which hot air and emissions escaped. The dust collector was added to this roof vent to reduce emissions from our graphitizing process. Since installation, the dust collector has captured approximately three metric tons of fugitive particulate matter emissions each month.
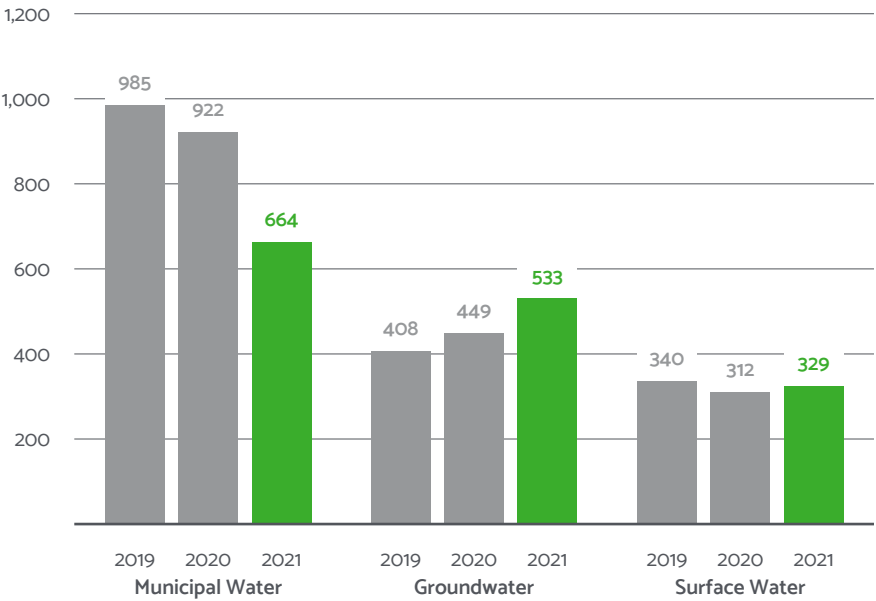
WATER

GrafTech recognizes that water is a critical resource in both local communities and on a global scale. We look to responsibly manage our water consumption through the capture and treatment of processed water and stormwater for reuse in our manufacturing processes, which can be water-intensive. We also collect rainwater, which is processed through our onsite wastewater treatment plants and then returned to the manufacturing process. The capture, treatment, and reuse of water, stormwater, and rainwater allow us to reduce the volume of water that we must take from other sources, including groundwater and surface water.

We require each site to maintain a program that details their practices for addressing surface and groundwater protection procedures and requirements, which includes monitoring their water consumption. We also task our sites

with seeking methods for reducing water use in their processes and reducing water withdrawal from local sources. At our sites in Pamplona and Calais, we established strong recycling programs through which we treat and reuse water onsite. In 2021, the programs recycled a combined 569 megaliters of water.

We are looking to expand our water recycling programs to other sites so we can continue to keep our water impact low. This initiative has become increasingly important as water risks increase around the world. Our Monterrey, Mexico, facility is in a high water-stress area, based on the World Resources Institute Aqueduct™ 3.0 water risk framework. In response, we installed a new water metering system to better track water usage and reduce our impact on the local resources.

Total Water Withdrawals[1]
(megaliters)

	Municipal Water			Groundwater			Surface Water		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
	985	922	664	408	449	533	340	312	329

Recycled Water[2]
(megaliters)

2019	2020	2021
631	577	569

1 Water withdrawals includes our headquarters campus and manufacturing facilities, but not sales offices.
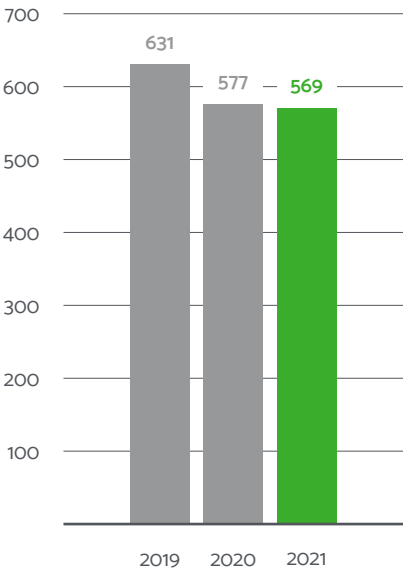
2 Recycled water includes only our Calais and Pamplona sites.

Monterey Water Metering System

In 2021, our Monterrey, Mexico, site implemented a new water conservation program. The goal of the program is to create a "Culture of Water Care" and reduce our impact on local water resources. As part of the program, the site has installed a new water metering system, which provides real-time data on our water usage and helps our engineering and maintenance teams identify possible leaks. Additionally, the site is replacing and upgrading their water system by installing water-efficient equipment, updating water system diagrams, and developing and training employees on best practices related to water usage. The site is implementing water reuse initiatives throughout the plant, such as closed-loop systems for manufacturing processes and using treated wastewater for onsite irrigation. Water usage data is tracked monthly and reported during the site's business review meetings.
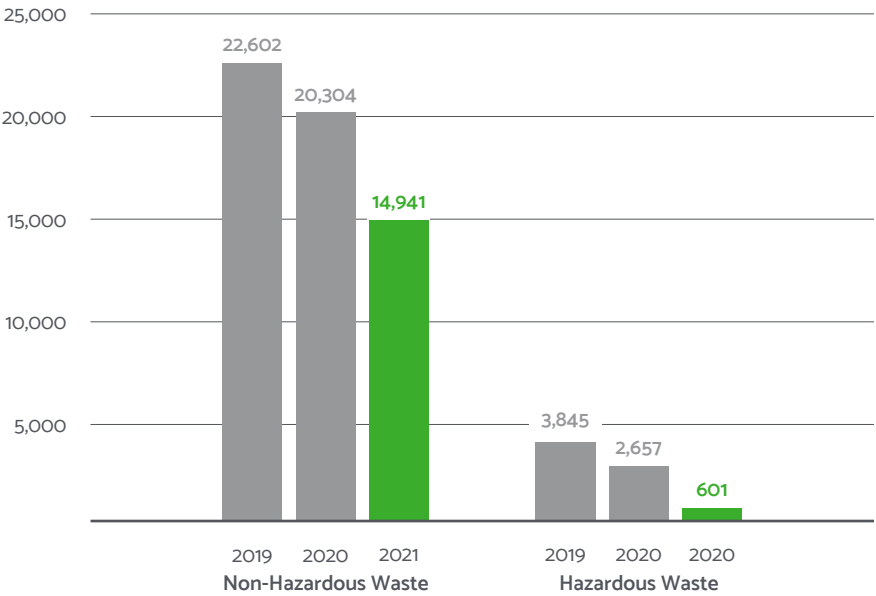
WASTE

GrafTech strives to minimize our environmental impact by reducing hazardous and non-hazardous waste. Our goal is twofold. First is to continue reducing the volume of waste generated by our operations and second is to increase the amount of waste that is recycled. To fully understand waste at GrafTech, each site maintains an inventory of waste generation and disposal. Whenever there are significant changes to waste inventory at any of our sites, we record explanations to ensure we are tracking trends.

Much of our waste has commercial value, and we focus on finding opportunities for continuing the lifecycle of these materials through recycling and beneficial reuse. The graphitizing and machining processes create metallurgical coke and graphite that can be reused. If we cannot reuse the metallurgical coke and graphite waste we produce, we look to sell it to those who can. Since 2020, we have reused or sold for beneficial reuse more than three times the volume of waste that we landfilled. We also reduced our hazardous waste generation, dropping from 2,657 metric tons in 2020 to 601 metric tons in 2021.

At our Seadrift plant, we recover hydrocarbon vapors that are generated incidentally during needle coke production. Recovered vapors are refined into byproducts including gas oil, naphtha, and fuel gas, which can then be reused in the process or sold. In 2021, Seadrift generated more than 440,000 barrels of gas oil and naphtha through our vapor recovery program, an increase of 30,000 barrels from 2020.
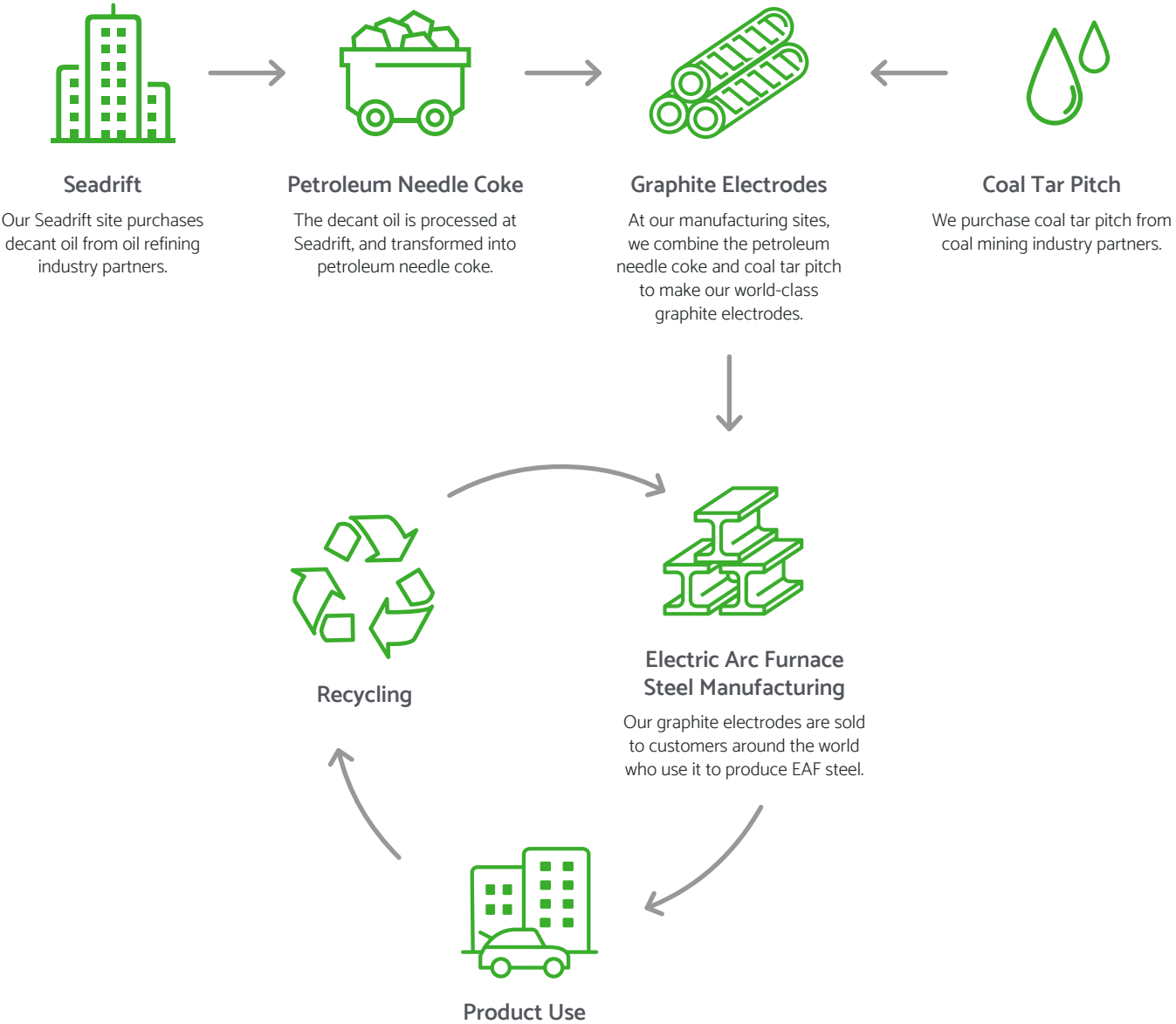
Waste Generated[1]
(metric tons)

1 Waste generated includes only our manufacturing facilities.

Total By-Products to Reuse (metric tons)
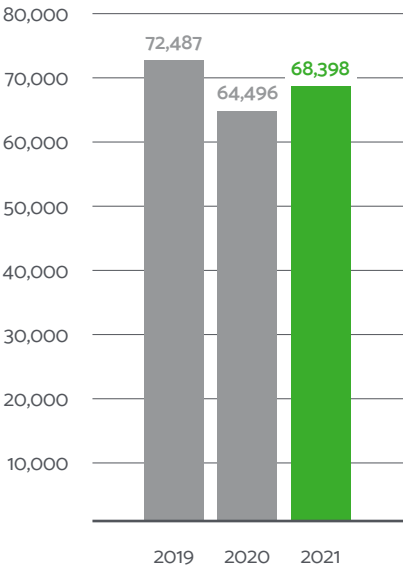
At GrafTech, our participation in the circular economy is key to reducing and diverting waste. We use circular practices by not only recycling and reusing our own waste, but also by using byproducts from other industries. At our Seadrift site, decant oil, a byproduct of the oil refining industry, is used to produce petroleum needle coke. Needle coke, along with coal tar pitch, a byproduct of the coal refining process, are the primary raw materials in the graphite electrode manufacturing process. These electrodes are then used to recycle steel through EAF steelmaking. The full cycle of production is reliant on these valuable byproducts, which demonstrates our commitment to the circular economy.

How GrafTech Recycles Oil and Coal Byproducts

Seadrift
Our Seadrift site purchases decant oil from oil refining industry partners.

Petroleum Needle Coke
The decant oil is processed at Seadrift, and transformed into petroleum needle coke.

Graphite Electrodes
At our manufacturing sites, we combine the petroleum needle coke and coal tar pitch to make our world-class graphite electrodes.

Coal Tar Pitch
We purchase coal tar pitch from coal mining industry partners.

Recycling

Electric Arc Furnace Steel Manufacturing
Our graphite electrodes are sold to customers around the world who use it to produce EAF steel.

Product Use

MATERIALS SOURCING

As a global leader in high-quality graphite electrodes, we manage the risks and opportunities of raw materials sourcing by creating and maintaining a responsible and reliable supply base. We explore and qualify new and alternative raw materials, particularly oils and cokes, to mitigate risks from potential curtailments of our operations and increasing competition from other industrial segments for our raw materials.

Approach

We continuously adapt to materials sourcing challenges for our products. Additionally, a shift toward decarbonization, reduced use of fossil fuels, and competition for raw materials from other markets compound existing challenges. For these reasons, GrafTech carefully manages sourcing of our key raw materials, including decant oil, coal tar pitch and petroleum needle coke, to enable the delivery of high-quality electrodes to our customers.

Managing Opportunities and Risks in Sourcing

The GrafTech procurement team is responsible for monitoring materials sourcing opportunities and risks, including raw materials such as low sulfur decant oil, coal tar pitch, and petroleum needle coke. Procurement also continuously works to diversify, expand, and identify new raw materials sources in response to the global supply chain disruptions of 2021. For example, to help reduce the possibility of supply disruptions, Seadrift is not dependent on any single refinery for decant oil, instead purchasing the majority of its raw materials from a number of suppliers.

Engaging Our Suppliers

GrafTech is committed to responsibly sourcing and procuring goods and services from business partners that share our commitment to sustainable business practices, particularly related to ESG issues.

As part of GrafTech's supply chain management program, we continuously evaluate our supplier practices and engage with strategic suppliers to strengthen our supply chain. Our suppliers and vendors are expected to comply with the ethics, HS&EP standards included in GrafTech's Code of Conduct for Suppliers and Contractors.

Performance

We continued to experience supply chain disruptions in 2021 due to the ongoing COVID-19 pandemic. Disruptions included limited access to materials, transportation delays, congestion or lockdowns, and shortage of logistics equipment. To address these issues, our corporate office, logistics team, individual sites, and suppliers all played vital roles in helping deliver customer products and materials as quickly and efficiently as possible.

PRODUCTS AND CUSTOMERS

At GrafTech, we strive to deliver our customers the highest performing electrodes and best-in-class technical service. Our product designs help our customers increase productivity, reduce costs, and support sustainability goals. As the EAF steel market grows, we look to innovate and expand our business—while continuing to set ourselves apart from our competitors by delivering superior products and services.

Products and customers encompass five areas: materials sourcing, customer service, product quality, innovation, and product stewardship. We manage each topic using KPIs that help GrafTech deliver the highest performing electrodes in the industry.

CUSTOMER SERVICE

We aim to work with our customers to develop tailored solutions, optimize production efficiencies, guide the safe and correct use of our products, and ensure product satisfaction.

We also monitor customer service efforts cross-functionally to help ensure quality. Our Directors of Customer Service, Quality, Research and Development ("R&D"), and Technology and Innovation work closely to track issues and trends related to products and customers. We share customer reports during weekly and monthly area meetings, and project details and KPIs from all four service areas are shared with the Board quarterly.

Approach

Together, our Customer Services Representative ("CSR") and Customer Technical Service ("CTS") teams offer centuries of collective industry experience to help our customers push the boundaries of their melting operations–increasing productivity, reducing costs, and improving safety. Our combined product and technical services represent a unique market offering that demonstrates our commitment to customer solutions and distinguishes us from competitors.

Customer Technical Service

Every customer has access to GrafTech's CSR and CTS teams, and we view this service as a critical collaboration tool for sharing product expertise and knowledge with our customers. GrafTech's global and multidisciplinary network of experienced professionals work side by side with customers to troubleshoot issues, find solutions, increase efficiency, and enhance product satisfaction.

Additionally, our customers can provide feedback on product quality issues to their CSRs or CTS engineers. All issues reported by customers are tracked by our customer service team. Working alongside our customers, our CSR and CTS engineers investigate customer-reported issues to first identify a root cause and then develop solutions or corrective actions.

ArchiTech® Furnace Productivity System

CTS and ArchiTech® Furnace Productivity System 5.0 together collect pertinent data that we use to address customer needs. We power ArchiTech® with the latest analytical technologies to track electrode performance, measure overall efficiency, and perform diagnostic testing.

In addition, ArchiTech® enables our engineers to work remotely with customers to improve performance and provide real-time diagnostics. As a result, the system adds customer value through increased production capacity and reduced costs.

We have also installed ArchiTech® at more than 200 sites in over 30 countries. Results include a French customer who achieved higher productivity and lower electrode consumption using ArchiTech®, an Australian customer that optimized total energy usage by synchronizing burner control with arc stability, and a customer in the United States that used ArchiTech® in conjunction with Design of Experiment techniques resulting in higher metallic yield and improved slag practices.

GrafTech also provides the GrafTrack® Electrode Monitoring System, which is our electrode tracking and reporting technology designed to help customers track and manage their electrode inventory more efficiently.

The collective data from our customer service programs, including ArchiTech® and GrafTrack®, represents the voice of the customer and helps us proactively address their needs. In addition, we use this collective data to identify issues and implement solutions that improve the customer experience, GrafTech products, and our technical services.

PRODUCT QUALITY

GrafTech is committed to the continuous improvement of our product quality and performance. Our quality assurance engineers and global quality leaders evaluate and monitor quality from design through production to customer use. We have a corporate team composed of quality assurance engineers that assists our global network of quality engineers. Each site tracks and reports on quality KPIs with senior leadership during business review meetings.

In addition, we demonstrate our commitment to customer quality and innovation through our corporate quality policy. Our sites in Calais, Monterrey, Pamplona, and Salvador are certified to meet ISO 9001:2015, a leading international standard that sets forth guidelines for quality management systems and auditing.

Product quality is front of mind as we continue innovating and developing new products and technologies.

Achieving Customer Satisfaction Through Quality Excellence

Value chain quality from our trusted suppliers and partners to our customers
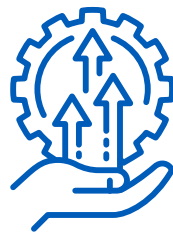
Continuous improvement of products, processes, and services

Employee empowerment to build sustainable quality
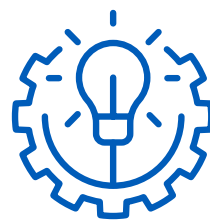
Innovation and product development to exceed emerging customer needs

PRODUCT STEWARDSHIP

We recognize that our customers seek more efficient electrodes capable of increasing steel production and improving energy efficiency. Product stewardship allows GrafTech to focus on optimizing efficiency while mitigating environmental and social risks and understanding product lifecycle impacts that include their role in the petroleum and steel value chain.

We completed an LCA of our graphite electrodes manufactured at our Pamplona, Spain, facility to determine the environmental impacts of their product lifecycle. The results will help us determine how current projects reduce our impact, how best to measure impacts, and how to structure future projects at the Pamplona plant and other graphite electrode manufacturing facilities.

INNOVATION

At GrafTech, we invest in R&D to help drive product and process innovation and remain a leader in the graphite electrode market. Simultaneously, we protect and manage our intellectual property by pursuing patents, trademarks, copyrights, and agreements that help sustain growth.

Our R&D, technology, and engineering teams work closely with our sites to develop new products and process improvements. They focus on developing trials, responding to manufacturing practice changes or regulations, and implementing new equipment and technologies such as energy recovery systems. R&D has led to a reduction in energy consumption–while still producing superior-grade electrodes.

We continue to focus on expanding R&D by increasing R&D spending by approximately 40% and growing the R&D staff by 100% since 2019.

R&D is fundamental to developing products that meet customer needs. Our R&D team is supporting the production of super-sized electrodes, testing and evaluation of new raw material suppliers, and investigating opportunities to use materials with a smaller environmental footprint. Our R&D, technology, and engineering teams work closely with our sites to trial and implement new equipment and technologies in the electrode production process, such as energy recovery systems, to reduce energy consumption while still producing a superior-grade electrode.

SOCIETY

As a global manufacturer and local employer, we understand our operations have a significant societal impact. We strive to be good corporate citizens, protect the local environment, and positively support the communities in which we operate.

COMMUNITY ENGAGEMENT

Promoting Healthy Communities

In Monterrey, we joined with PROFAUNA, A.C., a civil association that preserves Mexican biodiversity and its monarch butterfly program, Correo Real, to build a pollinator garden. The garden, which sits at the entrance of our plant, includes native vegetation that will support monarch butterflies along their migratory path. We also expanded our tree planting program, carrying out an event in 2021 where we partnered with Reforestación Extrema, A.C., to plant an additional 50 trees on our site, bringing the total of trees planted on the site to approximately 450 since 2019.

In 2021, our Monterrey site continued its partnership with the local nonprofit Lazos que Transforman. We delivered 980 grocery boxes, including COVID-19 supplies, to vulnerable families in the Apodaca community. The site also collected food donations to support local residents who had been impacted by fires in the Sierra de Santiago mountains. Additionally, our Seadrift facility held its annual food drive, driven by the Safety with Action Through Teamwork ("SWATT") team.

Charitable Partnerships

At our Salvador plant, we have an ongoing partnership with local schools through which we provide educational materials to students in the local community. Although in-person programs were restricted in 2021 due to COVID-19 regulations, we delivered books about environmental conservation that were distributed to students at local schools.

In the United States, we have partnered with the United Way for over 40 years. The United Way focuses on education, income, and the health of communities around the world. In recent years, we increased our corporate contributions to the United Way and continue to look for opportunities to expand this important partnership.

Looking Ahead to Expand Community Engagement

To be able to grow new community programs moving forward, GrafTech is launching employee engagement committees at each of our sites in 2022, as well as KPIs specific to community engagement. The onsite engagement committees will focus on developing and implementing projects and initiatives that support both our employees and our local communities. The committees will engage with local stakeholders to identify opportunities for GrafTech to support programs with shared goals.

SPOTLIGHT

Seadrift Hard Head Derby

The annual Hard Head Derby is a children's fishing tournament that is held in Port Lavaca, Texas, every year. The event is open to the public and is totally free. Seadrift was one of the first contributors to the tournament and the SWATT team is an established presence at the event. Our Seadrift employees volunteer their time and work various tasks from registering participants to weighing catches to distributing food.

Event organizers are community members who believe every child living on the coast should have an opportunity to fish. One of the founding members of the organization and current president is James Maikoetter, a prior manager from Seadrift. Of the annual event, Maikoetter was quoted in a local newspaper, "The main thing I wanted to stress is that we organize the event. However, the people and businesses in the community fund it and volunteer to operate it. Without them, this event would never happen."

WORKFORCE

Our employees are our most valuable asset, and we do everything we can to make sure they feel safe, accepted, and valued in their workplace. Not only is it our responsibility to take care of our employees, but our employees share the commitment to maintain a safe and healthy work environment for each other. We care for our workforce by fostering their career development through learning opportunities and skills training. As GrafTech continues to attract a global and diverse talent base, we seek candidates who share our core values, particularly from the local communities in which we operate.

OCCUPATIONAL HEALTH AND SAFETY

Health and safety is a core value at GrafTech and serves as the foundation for everything we do. We implement programs and procedures that drive health and safety excellence and have established management and reporting procedures to track health and safety KPIs. We believe the skills it takes to execute an industry-leading health and safety program are the same skills required to be successful throughout our entire business operation.

Employee health and safety is our priority because we value our people and are committed to supporting them in whatever role they have—whether they are on the plant floor, meeting with our customers, or in the Board room. At GrafTech, caring for our people is the right thing to do, and we aim to provide the support and care necessary for our employees' overall well-being.

Approach

The GrafTech health and safety strategy focuses on fostering an environment where our employees thrive and where we maintain a productive, unified workforce. In this environment, we emphasize effective leadership, accountability, engagement, and proactive communication to maintain our high health and safety standards.

Management Approach to Health and Safety

We embrace a culture with a shared commitment to health and safety excellence. Each employee has the responsibility to create a safe working environment for themselves and their coworkers. Leadership at GrafTech empowers employees to maintain this safe and healthy working environment through our "Managing by Walking Around" initiative. The weekly effort facilitates production floor visits that allow senior leadership to keep a pulse on day-to-day activities and build relationships with our employees. In 2021, we formalized the walk-around initiative and focused the effort on identifying and correcting potential hazards, coaching employees on safe work practices, and collecting feedback on possible safety concerns. Our site managers report weekly on their Managing by Walking Around efforts. We value employee feedback, and this program has provided opportunities for management and the hourly workforce to work together to identify and address potential risks. Due to the success of this program, we have expanded training opportunities for employees on risk identification and mitigation.

Site management at each location is responsible for overseeing the site's process for gathering input on health and safety risks and creating action plans to reduce risk to the lowest possible level. In addition, production employees and management identify risks during site activities, including training, audits, leadership visits, and pre-job planning. Each year, the sites, in conjunction with the Corporate HS&EP group, are responsible for establishing targets for our health and safety leading indicators, and those metrics are reported monthly to senior leadership.

COVID-19 Response

A team composed of representatives from executive leadership, HR, and health and safety is responsible for overseeing our ongoing COVID-19 response. Throughout the pandemic, our focus has been on keeping our people healthy while maintaining business continuity. Our health and safety procedures and COVID-19 safe work practices and programs have remained critical to supporting our workforce and minimizing the pandemic's impact.

Communication and Reporting

Proactive communication and reporting across all levels of management are essential to upholding health and safety standards at GrafTech. Each employee plays a critical role in the reporting process. Our "Take Two for Safety" practice encourages employees to take two minutes to review, understand, and ask questions to ensure the task can be completed safely. If at any point an employee feels a job is unsafe or they are unsure of the proper way to perform a task, they are empowered to stop work immediately. Employees can report a potential hazard or safety concern at any time. Concern reporting is a critical tool for maintaining employee safety, and our real-time reporting system uses a computer or mobile app to give employees ownership of their well-being while also helping to drive safety improvement.

Conversations at all levels of management, including the senior executive team, help ensure that health and safety remains a top priority for long-term sustainability. Safety committees at each manufacturing site consist of both management and hourly workforce members and meet at least quarterly to discuss site health and safety issues and perform periodic inspections.

Management team members, up to and including our CEO, meet monthly to review incidents and corrective actions; share best practices among the sites; and discuss health and safety metrics, issues, and emerging topics. Site managers present health and safety metrics to senior leadership during monthly business review meetings. A summary of the health and safety metrics, along with significant projects and initiatives related to health and safety, are presented quarterly to the Board.

Our health and safety management system is the foundation of employee safety at GrafTech. The system is key to driving our incident rate to industry lows and creating and maintaining a safe work environment for our employees, contractors, and visitors. Procedures to address these risks include those on personal safety, incident reporting, job safety analyses, change management, internal and external audits, contractor management, hazardous work, occupational health, and environmental management. To ensure our health and safety management system fosters compliance with our high standards, we conduct regular inspections, internal reviews, and corporate audits at our sites. Audits include a review and evaluation of site programs and documents, site walk-throughs, employee interviews, and an overall evaluation of the HS&EP program effectiveness. We use a combination of internal and third-party auditors, as well as in-person or virtual visits, giving us flexibility in how and when we complete HS&EP audits for all the sites.

Health, Safety, and Environmental Protection Week in Monterrey

GrafTech held the 2021 HS&EP Week from April 22 through April 28 at our Monterrey plant. Employees and their families took part in activities such as an artwork competition using recycled materials. Vendors also offered medical and dental checkups and mental health sessions. Giveaways included personal protective equipment ("PPE"), fire extinguishers, and COVID-19 prevention supplies.

Manager-led discussions focused on environmental care, ergonomic risk factors, and Safe Start, a human performance-based safety program designed and implemented to reduce work-related injuries. Employees and their families toured the site, and a non-GrafTech workplace accident survivor spoke about the importance of safety, following rules, lockout and tagout procedures, and the proper use of PPE. The week-long event began by employees planting 50 trees on the property to celebrate Earth Day and concluded on World Day for Safety and Health at Work.

Safety Training and Engagement

Safety is our number-one organizational goal. This goal is achieved by a comprehensive training program for our employees. We provide health and safety training that supports local regulations and GrafTech programs, and employees participate in job-specific health and safety programs. All new employees are required to complete on-the-job training, which includes working with a more senior employee until they obtain the knowledge and skills necessary to safely perform their job duties. GrafTech requires each job to have a Job Safety Analysis ("JSA") performed, which details the potential risks of each job step and the associated safety requirements. Each new employee reviews one or more JSAs as part of their on-the-job training.

Planned Job Observations ("PJOs") is a process in which managers can observe a job being done to verify that employees are working safely, and this process validates that the JSA has identified all key job risks. This is another example of how our managers and employees engage with each other to maintain a safe work environment.

Performance

Monitoring our safety indicators is one of several ways GrafTech maintains strong health and safety performance. In 2021, the sites tracked first-aid and near-miss cases along with other safety indicators. Our leading indicators are pre-job plan assessments and PJOs conducted; training; and corrective actions associated with inspections and reporting of concerns.

In 2021, we completed 29,530 hours of employee health, safety, and environmental training. Our employee Lost Time Incident Rate ("LTIR") was 0.42, and the employee Total Recordable Injury Rate ("TRIR") was 0.49, a 67% decrease since 2018. Our safety performance reflects our health and safety values and the commitment of our employees and leadership to supporting well-being.

Safety Performance Highlights

Employee Lost Time Incident Rate (LTIR)				Employee Total Recordable Incident Rate (TRIR)			
2018	2019	2020	2021	2018	2019	2020	2021
1.09	0.51	0.36	0.42	1.55	0.95	0.51	0.49

WORKFORCE MANAGEMENT

Our global team of more than 1,350 employees is the key to our success. To best support them, we have developed benefits and programs that encourage financial, physical, and mental well-being. Employees are also empowered to manage their personal and professional development through both internal and external training and education programs that broaden their work-related skills. Through these employee benefits and programs, we expand our manufacturing expertise, provide superior customer service, and continue to grow our business.

TALENT ATTRACTION AND RETENTION

We aim to attract and retain top talent from a diverse pool of skilled workers by providing competitive base salaries, as well as individual and group-based performance bonuses. Benefits packages include medical, dental, prescription, vision, group life insurance, short- and long-term disability, paid vacation and holidays, and tuition reimbursement. The tuition reimbursement program, in particular, helps employees who want to continue their education or seek specialized job training, and illustrates our commitment to continued learning and focus on professional development.

Talent Acquisition

We seek potential employees who are passionate, innovative, and eager to excel–whether they are working at one of our manufacturing sites, our sales offices, or our headquarters in Ohio. Our interview process aims to identify such candidates, and we look to evaluate the competencies that are most critical to success in their field. We also feel it is important that potential employees share our company values, which is why we ask candidates questions related to our five core competencies:

- Health, Safety, and Environment
- Customer Focus
- Drive for Results
- Ethics and Values
- Peer Relationships

We focus on recruiting local talent from the communities in which we operate, which we feel is imperative to connecting with and uplifting these communities. At our Calais plant, our Apprentice Program provides local students with high school diplomas or those who are currently completing secondary degree programs with work experience in various GrafTech departments, including maintenance, engineering, HS&EP, procurement, quality, and continuous improvement.

Performance Management and Talent Development

Through our training programs, we help employees grow, innovate, and impact our business and industry. We have defined detailed profiles for each role at GrafTech that identify job-specific competencies to measure performance. Our performance management system allows employees to work with their supervisor or HR to create a GrafTech career and growth path using these profiles and to direct them to job-specific professional development training and continuing education opportunities.

We conduct mid-year performance reviews, as well as annual reviews, for all employees to assess both job competencies and GrafTech's five core competencies. In annual performance reviews specifically, we discuss progress towards personal career goals, refine career aspirations, and connect employees with specific pathways to achievement.

WORKFORCE DIVERSITY

As a global enterprise, we believe diversity is foundational to maintaining a competitive workforce in our industry. Unique perspectives promote business innovation and excellence. Therefore, we seek out individuals with different backgrounds and experiences, and we aim to foster an inclusive community that celebrates these differences. Our affirmative action plans, recruitment policies, and hiring practices support our diversity and inclusion objectives and we assign responsibilities for upholding policies, procedures, and practices for diverse and inclusive hiring and talent management at both the corporate and site levels. GrafTech affirms its position as an Equal Opportunity Employer and is committed to recruiting, employing, and promoting qualified veterans and disabled individuals, and we aim to ensure our people have equal opportunities related to job promotions, compensation and benefits, and personal development.

Our global footprint lends itself to organic diversity, and our employee base has varied educational backgrounds and life experiences. However, we strive to go beyond this organic diversity and be more intentional through our talent acquisition, retention, and development practices. Currently, 33% of our senior leadership team and 27% of our Board members are female.

GRAFTECH *International*

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