

Introduction of

**Dr. Heiko Arnold**

Chief Operations Officer

on the occasion of the

**virtual Annual General Meeting  
of Aurubis AG**

on February 11, 2021

– Check against delivery –

Aurubis shareholders,

I would have liked to meet with you in person today, but this unfortunately isn't possible during the pandemic. As a result, I have to give you an initial glimpse in virtual form today: who I am – what spurs me on – why I am convinced that Aurubis continues to have an exciting future ahead!

My name is Heiko Arnold.

I have a doctorate in chemistry and over 25 years of industry experience.

I have been shaped by my 22 years at BASF, the last 15 of which I spent in Asia.

My time in Asia started with the development of an integrated petrochemical group located in China. Afterward, I went to the regional headquarters in Hong Kong, where I held three different positions in production/technology.

I then served as Chief Technology Officer at the Austrian fiber manufacturer Lenzing AG for three years.

Since August 2020, I have overseen production at Aurubis as a member of the Executive Board.

Ladies and gentlemen,

- » Creating connections,
- » Daring to try new things,
- » Setting priorities –

three skills that make me who I am.

I bring sites and people together. Skills that I attained during my international assignments and have come to appreciate.

Aurubis now has a strong smelter network. To boost the position of the world's most efficient copper and metal producer, however, we still have quite a bit of work ahead of us.

We can only achieve this goal together. As ONE strong team. Connected.

I am concentrating my energy on ensuring that every plant puts its individual capabilities to optimal use and that we direct the material flows between them as well as possible.

This is only feasible in a network – a concept and a way of working that I'm very familiar with from my previous work. In the future, we have to take an integral approach instead of thinking in silos.

My mission is to take these connections to the next level – across all sites.

Aurubis wants to continue growing.

We have taken an important step with the acquisition of the Metallo Group, because the recycling market is developing very dynamically and will continue to provide our company

with additional opportunities in the future as well. Furthermore, we are expanding our metal portfolio.

Aurubis has to keep developing in order to benefit from this to the greatest extent possible.

Digitalization and automation provide huge improvement opportunities for Aurubis. The key to success lies in consistently implementing and taking advantage of these new possibilities in connection with long-standing metallurgical expertise.

Starting from a strong foundation, we have to react with agility and courageously dare to try new things.

It's therefore important to me to give NEW THINGS a chance. This includes giving new talents in the company the opportunity to prove themselves. Because we only leverage the full potential with dedicated, motivated employees.

All of this requires a focus.

Doing the right things in the right way at the right time.

In short: setting priorities.

Aurubis is very well positioned in many parts of its business model. However, we will continue developing noticeably in the years to come.

We want to become more international. In the process, it's important to have an eye on both the right growth projects and the right employees.

I will do my part to make sure that we do this in a clear, structured, and focused manner.

Aurubis shareholders,

I have acclimated at Aurubis very well in the last seven months and already feel at home in the meantime. This is due in part to the fact that I moved directly to Hamburg with my wife for the position at Aurubis. While the hills of the Harburg district aren't a perfect substitute for the Alps, it's nice that I can also go mountain biking here as a balance to my job.

Unfortunately, I have only been able to visit a few sites in person due to the COVID pandemic, but communication is already working very well virtually, too.

Particularly in Hamburg, I have already had the opportunity to experience the technology and the employees directly on site. I'm deeply impressed by the employees' metallurgical expertise and passion for their work.

In short: I feel that I've been well received, and I'm incredibly eager to further develop the production area with my experience and energy together with my colleagues.

And I would like to thank you for your trust in our company.