

**Calgon Carbon Corporation**

**Annual Meeting of Stockholders**

**1:00 p.m. EDST**

**Friday, April 27, 2012**

**Pittsburgh, Pennsylvania**

**John Stanik Remarks:**

In 2011, for the fifth consecutive year, Calgon Carbon grew revenue significantly. The top line growth in 2011 was approximately 12%. But more importantly, we continued to position the company to capture major global opportunities in the near term. Recall that our current largest growth opportunities are comprised of mercury removal from flue gas, treatment of disinfection byproducts in the U.S. and other drinking water contaminants throughout the world, and treatment of ballast water from marine vessels. In 2011, we continued our preparation from where we left off in 2010.

For our global service business, we completed the capital expansion of our Feluy, Belgium reactivation center and finished the construction of our new reactivation center in Suzhou, China. Regarding mercury removal, now that the EPA has promulgated the Utility MATS Rule, growth for mercury removal in the coal-fired power generation industry is set to occur in 2015. In 2011, we tested our new high performance advanced carbons and successfully demonstrated their superior ability to significantly reduce the customer's required volume of powdered carbon. With respect to ballast water, the U.S. Coast Guard finalized its Ballast Water Treatment regulation in the first quarter of 2012. In the meantime, throughout 2011, we continued to increase our experience by adding dozens of BWT contracts for numerous customers around the world.

In the United States, our largest opportunity in the drinking water market is the treatment of disinfection byproducts. And we were successful in winning the largest and most significant disinfection byproduct business of 2011, which is the 10-year contract to reactivate the Phoenix, Arizona region's carbon used for potable water treatment in a reactivation facility that we will construct and own.

These are the major successes for the year, but there were numerous other examples of progress. Here are a few them:

1. We added several new coal suppliers at attractive pricing. The impact of this is that this not only secured our most important raw material for an interim-term, but also gives us the flexibility that comes along with using multiple vendors.

2. We grew UV/Hyde Marine revenue significantly and similarly increased our total equipment business year-end backlog over 2010 year-end level.
3. We increased AC/Service pricing successfully in U.S. and parts of Asia - offsetting a \$7MM coal cost increase for the year.
4. We conducted 21 full-scale mercury removal plant trials at customer sites to prove the superior performance of our new differentiated FLUEPAC® products that I mentioned earlier.
5. We received our first California Department of Public Health Title 22 certification for our UV technology for water re-use applications. And also, we received explosion-proof design certification for our Hyde GUARDIAN® ballast water treatment system which will enable us to meet certain customer needs.
6. We acquired a United Kingdom reactivation plant which should improve our long-term profitability in the United Kingdom.
7. We completed a significant reorganization of the Company that included assigning a leader for each of the regions where Calgon Carbon does business -- the Americas, Europe, and Asia as part of succession planning. This is intended to be a springboard for numerous cost reduction initiatives in 2012.
8. And finally, we improved Calgon Carbon Japan's gross margins in 2011 by 300 basis points over 2010 while significantly growing revenue.

From a commercial perspective, we are nearly ready to take the fullest advantage of our emerging opportunities that will begin this year and extend through the next several years. It is our plan in 2012 to place even greater emphasis on increasing the profitability of our business. And there have been headwinds:

- Our coal costs increased by more than \$9MM over the past two years. Other input material costs that also increased as well over the same period.
- For the past two years, business in the European Union has been difficult due to the instability of the economy there. Projects have been delayed which has caused competition to become more aggressive, driving down prices and margins.
- And third, we have invested in our future, especially in staffing the new React plants; testing our new mercury removal products to gain market acceptance; and increasing staffing to prepare for and execute orders for ballast water treatment systems. This has added operating expense and cost since 2010 that is not yet providing suitable return.

We are proud of what we accomplished in 2011. However, we still have much to do.

While we have enjoyed five years of impressive revenue growth, our net income growth rate has not been as consistent and has been slower recently. Therefore, we are now concentrating even more on general cost reduction, asset and pricing optimization, global unification, and best practices. As I alluded to earlier, we have already modified our organizational structure to draw our regions across the globe closer together, under one leader. And that is just the beginning. I assure you there will be many more improvements, and they will in no way jeopardize our positioning for our major growth opportunities.

Success with the efforts I have outlined, and continued progress with our strategic initiatives, should result in an improved balance in top and bottom line growth. 2011 was an important building and preparation year, and we achieved our most important objectives. This year will be an important year also, and I look forward to the report provided in 2012 at next year's Annual Shareholders' Meeting.