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SGHTM × EgonZehnder

Snapshot of the Situation

About the Company / Opportunity

- Understanding context is important: SGH is going through a transformation, as the company redefines itself as a specialty computing company with a unified vision and product strategy. The transformation is ongoing.
- Therefore, some legacy pieces remain. There is hard work to do during the transition.
- Fortunately, the AI wave creates a big opportunity for SGH – this could be very successful if done right
- Within specialty computing market, SGH brings distinct expertise for on-prem and edge computing. Edge could be particularly valuable opportunity
- Over time, consider de-emphasis on hardware, memory businesses. And fully divest Cree, Brazil.
- Today, need to weather the storms of “lumpy” businesses cycles and customer concentration.
- ***Net-net: there is strong consensus around SGH vision to focus on specialty computing, but the strategy and detailed plan to get there still needs clarity***

About the Ideal Candidate

- Strong alignment on finding candidates who know the compute sector (HPC / edge computing, cloud, AI) and come with a clear long-term vision
- That said, the need for strong leadership may be more important than specific industry experience
- Transformation requires a CEO with grit, resilience, character, and toughness.
- Understanding of product innovation and technology is likely more relevant than pure sales background
- Some experience with hardware / systems is likely required. This entails large, complex deals with longer sales cycles. Government is a big opportunity.
- Experience with “complex” businesses will be critical – e.g. multi-product portfolios, integration of acquisitions, blending old and new cultures, driving change into new markets

Summary of CEO Specification

KEY ELEMENTS	Mandatory/Deep Expertise	Preferable/Moderate Expertise	Nice to Have/Familiarity
Industry Sector Knowledge			
Hardware / systems experience	X		
Compute expertise (HPC / edge computing, cloud, AI)	X		
Infrastructure software (<i>ideally AI/ML</i>)		X	
Services experience		X	
Business Capabilities			
Proven CEO (<i>ideally public company</i>)		X	
P&L leadership (<i>at least \$1 billion revenue for first-time CEOs</i>)	X		
Experience with product and solution innovation / differentiation	X		
Experience driving complex, large systems sales	X		
Transformation experience / change leadership	X		
M&A integration / divestiture		X	
Personal Characteristics			
Thought Leadership: strategy/analysis, considers both organic and inorganic growth	X		
Business Leadership: results, execution, drives accountability and speed	X		
People Leadership: team, culture, communication, inspiration, highly visible & present	X		
Governance: transparent, collaborative with Board and other stakeholders	X		
Values: trust, integrity, consistency, dedication, motivation	X		
Personality: determination, optimistic, grit, resilience, and toughness	X		
Willing to be based in Northern California		X	
Willing to be commit 5+ years to this role	X		