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Send your comments/feedback to:  
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## CEO Address



### Dear Birla Carbon Team,

I am delighted to be able to communicate with you through this first edition of the Birla Carbon Employee Magazine *Birla Carbon Connect*.

Almost two years ago Birla Carbon became the largest Carbon Black manufacturer in the world.

It has been a fantastic journey of seamless integration, new learning, collaboration, professional networking and, of course, of new beginnings and initiatives. We have achieved a lot despite being new to each other, while being spread across 12 countries (and many more market locations) and in a very challenging economic environment. Continuous and systematic communication with each other, with customers, and other associates has been one of the key drivers of our success as *One Birla Carbon*. So the launch of *Birla Carbon Connect* is likely to be one more avenue of communication, and I compliment the HR and Communication teams for their leadership.

As Henry Ford once said **“Coming together is a beginning, staying together is progress, and working together is success.”** You all have been a shining example of that!

Thank you!

As a business, we made significant progress in many areas such as yield improvement, best practice adoption, expansion of specialty business, capability building, energy management and several such initiatives. We presented a common face to our customers through an integrated sales team. Collectively we faced difficult economic challenges, political upheavals and natural calamities in Egypt, Thailand, Europe and elsewhere. We reflected together on our areas needing improvement and our



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