



# Birla Carbon Connect

ISSUE ONE

APRIL-JUNE 2013

For internal circulation only

# Table of Contents

	p. 3	CEO ADDRESS
	p. 6	COO ADDRESS
	p. 8	NEW BUSINESS INITIATIVES
	p. 13	HIGHLIGHT: PRODUCT TECHNOLOGY
	p. 18	REGIONAL HIGHLIGHTS
	p. 20	SPECIAL THANKS

 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

 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*.”

opportunities for growth. Many new initiatives have been launched since: the implementation of Salesforce.com; the SAP ERP; talent movement; feedstock study and product convergence, etc. that are likely to create value as we move forward. We have truly demonstrated the Aditya Birla Group values of *integrity, commitment, passion, seamlessness* and *speed*.

The Senior Management Team led by our COO Kevin Boyle has done a terrific job of creating a strong organization, robust processes and capable teams. I sincerely appreciate their contribution.

While we have improved upon the Safety, Health and Environment performance, there is much more to be accomplished on this

all, our vision and strategy are the guiding lights that will shape the future of our global business.

We are striving to become the Most Respected, Most Dynamic and the Most Sustainable global organization in the Carbon Black industry. That is our vision. As the leader of the sector, we need to set the standard and be the benchmark in each of these aspects.

We will earn the highest Respect when we establish ourselves as the product and technology leader with our customers, aided by world-class processes and people. We need to earn similar respect from our employees, shareholders/investors and the communities in which we operate including the local

**“We are striving to become the Most Respected, Most Dynamic and the Most Sustainable global organization in the Carbon Black industry.”**

non-negotiable aspect. Similarly, as a B2B business, we need to deliver products of the highest quality backed by effective technical service to our customers. Neither SHE performance nor the product quality, or plant reliability can be achieved unless we adhere to the SOPs with discipline and commitment. We have learned a lot from specific events that have resulted in plant disruptions, unplanned downtimes, equipment failures and eventual business loss. I hope we have learned enough to ensure that we preempt these incidents that destroy value for us. We can fall short of our targets due to market volatility, but we should never suffer from things that are within our control.

Let me turn to our future – particularly, to our vision and our strategy of the future. After

governments by virtue of how well we create value for each of these stakeholders.

We will be considered Dynamic when we are able to rapidly innovate and commercialize the fruits of such innovation. We have to create a culture of innovation leveraging our values of seamlessness and speed. Innovation has to be our way of dealing with cost and competitive pressures. Sustainability will be an outcome of our performance in the areas of Safety, Health and Environment, plant reliability, effective risk management and our ethical and responsible conduct as a business. Remaining profitable with better operating margins compared to our competitors will keep us – what our Chairman Mr. Birla calls – “The Last Person Standing.”

I hope you will be excited about this vision and think of how you personally and your units and functions can contribute. This is a great responsibility for each and every member of the team, and it does not matter what your current role or rank is in the organization; you can contribute to this vision if you believe in it. Our actions and attitude can take us where we want to be.

Our vision is backed by a well-thought-through, long-term strategy centered around profitable growth in emerging markets; growing with our customers; diversifying our feedstock; growth in specialty black; investment into key technology; effective customer segmentation and key account management; co-creation with our customers; operational excellence through continuous improvement; and cost leadership through innovation. To enable these, we will also build a strong talent base and capability in our people.

Our ability to attain our vision and deliver our strategy will depend on all of us – how we act, interact, our abilities and attitude. I call upon all of you to make continuous improvement and innovation an integral part of our culture. If you have an idea for improvement, please bring it to the attention of your manager or anyone you are comfortable with.

No idea is small. No effort insignificant! I expect a high level of interaction and connectivity across regions, units and functions with a spirit to share our knowledge and experience. Remember *One Birla Carbon* is not and cannot be a solo act.

These are exciting yet challenging times. There will be occasions for elation and there will be moments of frustration. We need to ignore these momentary swings and stay focused on the long-term vision of our business. We will

be tempted by short cuts and easy options. But we must not waiver from our values and we must always do the right thing. That will always earn us respect wherever we operate. We are a truly global business with people from many cultures and backgrounds. We need to respect and celebrate that. This diversity has to be the source of our strength and innovation. Our varied cultures and languages can be barriers but need not diminish our communication and camaraderie. We are also fortunate to have a strong parent organization

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in the Aditya Birla Group, and I would urge you all to learn more about it, access its resources, and leverage its size and diversity to advance your knowledge and your career.

I thank you all again for your committed contributions to Birla Carbon. I hope we have an even better FY14 than we had last year. I will sign off with a borrowed quote, again, from Henry Ford, **“If everyone is moving forward together, then success takes care of itself.”**

I look forward to seeing you all soon in the course of my travels to visit plants and markets. In the meanwhile, be safe and be happy!

**Best wishes and regards,**



**Santrupt Misra**





As we progress on our journey as the leader in Carbon Black, we need to continue to improve and drive for success. However, we face a growing threat to our business.

When everyone in Carbon Black competed based on the price of U.S. Gulf Coast feedstock, the playing field was level. Small differences in efficiency or cost provided a competitive advantage. With the rapid growth of Chinese Carbon Black production based not on U.S. Gulf Coast prices but Chinese coal tars, a dramatic shift in the competitive landscape occurred. We have seen the impact of this shift in many of our markets, like India, where despite overcapacity by the domestic producers, imported Carbon Black accounted for nearly 20% of the market last year.

Such a dramatic shift means that we can no longer look for small improvements to provide a comfortable position. We must push our operations to become more flexible and more efficient. We must engage with our customers to maximize the value for both them and us.

**CONTINUED SUCCESS IN CARBON BLACK WILL BE DETERMINED BY OUR EFFECTIVENESS IN FOUR KEY AREAS:**

- 1. How effectively we purchase our feedstocks
- 2. How efficiently we convert feedstocks into Carbon Black
- 3. Our energy efficiency
- 4. How effectively we manage our customer engagement

Relying on U.S. Gulf Coast feedstock is no longer an option. Therefore, we must aggressively pursue better value feedstocks

**“As the leader, we need to set the standard in our markets for pricing and performance.”**

wherever economical. This means taking the knowledge inherent in Birla Carbon to push the boundaries of our current operations to obtain the lowest total cost feedstock.

Driving yield higher is critical to our success. Rapid implementation of known technology is critical to achieving results. We must continue to build trust that “if it works in that facility, then I can make it work here.” In addition, to be efficient, we must take some risks on feedstock inventory. The times where we could easily afford to run with full tanks and full silos are over. Efficient means lean, so we reduce our exposure to volatile pricing in these uncertain times. SAP will help us by providing a common tool for analyzing our performance.

Energy is a critical cost component for our facilities. Given our surplus in many facilities, we sometimes forget how much impact energy can have on our results. If our sites have a surplus, then the more efficient we are directly improves our revenue as we will be able to sell more. In sites where we are buying energy, being more efficient means fewer purchases and better results.

Customer engagement is critical to correctly value the products we make. Recent surveys with our customers highlight how far we have to go to be viewed as the leader by our customers. Just because we have the most capacity does not automatically make us the leader. As the leader, we need to set the standard in our markets for pricing and

performance. In specialty blacks, we have the added challenge of growing our position to a leadership role in the market. We have just started on this journey.

Finally, as fitting the leader in our industry, we have established sustainability goals for ourselves relative to our stakeholders. It is our duty to ourselves and our families and those around us to operate in a safe manner. It means being a good citizen of the communities in which we operate. It means providing a long-term, stable business to provide a secure workplace for our employees, a steady supplier to our customers, and an economic return for the investment by our shareholders.

This journey will take the sustained efforts of everyone in the Carbon Black business. Given the continued commitment of everyone on the team, I am confident that we will be successful in our journey.

**Kevin Boyle**

# Driving Sustainable Excellence

**By Joe Gaynor: Chief Legal, Sustainability & Risk Officer**

Many of you know that the Aditya Birla Group has initiated a renewed sustainability effort. Some of you also realize that Birla Carbon has initiated a sustainability initiative of its own.

I hope to answer some of the questions you may have about the objective and implementation of our sustainability program

At Birla Carbon we have decided to focus on three main pillars of sustainability: *people*, *planet* and *profit*.

For us, sustainability means doing the right things to protect the availability of natural resources that we consume in an efficient manner in a way that minimizes any harm to the environment around us. It means we must hire, train and develop our employees and also protect not only our people but also those with whom we come into contact such as contractors and our local communities. Finally, we must do all of these things in a profitable manner that allows us to continue to be a financially viable partner with our customers.

You may say at Birla Carbon we have been taking these steps for years so why are we choosing to focus on them under the umbrella of sustainability? It is our hope in doing so that it will enable our business to ensure that our business strategies are always in line with these ideals, and also permit us to highlight the many positive things that we are doing in these areas to distinguish ourselves from our competitors. By clearly focusing on these factors and clearly communicating both our accomplishments and our challenges we believe we will be able to differentiate Birla Carbon from other Carbon Black manufacturers in the eyes of our customers, employees, communities, regulators and financial markets. We are approaching this sustainability initiative with a clear sense of our past successes and a clear commitment to transparently communicate our successes, our goals and our challenges. We believe that transparency will continue to drive accountability and that accountability will drive excellence.

Many of you have read the note from Mr. Birla and know that sustainability is taking a high-profile position within the entire Aditya Birla Group. If you read Kevin Boyle's note of November 2012, you will also know that I have been appointed Chief Sustainability Officer for the Birla Carbon business, and that I have selected Gilles Moninot as the Director of Sustainability. Gilles has assembled a team of professionals from inside and outside of the Birla Carbon business to serve as the Sustainability Steering Committee to assist in defining and guiding our sustainability journey. We have expertise on the Steering Committee from human resources, technology, health and safety, engineering, legal, environmental affairs, operations, marketing and communications. In the future we will be adding team members from finance and procurement. This team has been very busy defining the scope of our sustainability program, developing methods to capture all of the necessary data in a robust and sustainable way that can be replicated in coming years, and, together with the senior management team, defining clear ambitious sustainability goals.

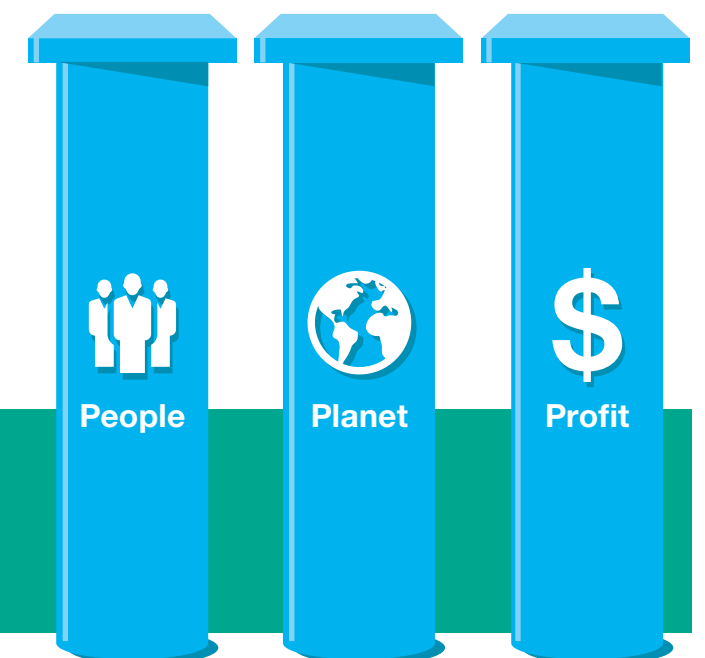
The efforts of the Sustainability Steering Committee will come together in the form of a comprehensive sustainability report that will tell the story of Birla Carbon and Carbon Black in a way that we think will give us an advantage in the recruitment of top human talent, help define us as the preferred supplier of Carbon Black to

our customers, establish us as a best-in-class manufacturer in the eyes of our regulators and the communities in which we operate, and distinguish us as a preferred investment choice for the financial community.

The first Birla Carbon sustainability report will be published in July, 2013 and we have committed to publish a report annually thereafter. We will continue to enhance our report each year by doing such things as tracking the entire life cycle of our resources and our products, reporting on ongoing and newly established goals and showing progress in the areas where we are not performing at the level that we desire. The entire sustainability team is very excited about this inaugural report, and we are hopeful that you, our colleagues, will be excited as well when you see this first report. We hope that excitement will evolve into passion. For it is only when the entire organization becomes passionate about sustainability that we at Birla Carbon will begin to realize the true value of being a company that drives sustainable excellence.



At Birla Carbon we have decided to focus on three main pillars of sustainability..."





Project Fusion has caused a visible buzz and excitement across the organization for the past few months!

On March 25, 2013, a highly charged team of 55 people from 10 countries came together at the Marietta office to initiate the first phase termed "blueprint phase I". A two-month process, this phase focuses on the process standardization and basis for defining the ERP. Phase I lasted six weeks.

Overcoming challenges of acclimatizing into a new location, and different languages, the team completed the scheduled tasks on time and are ready to move to the next phase of the project from Mumbai.

*Watch out for the monthly newsletter for Project Fusion updates.*

# Fronting the Birla Carbon Customer Experience

## Salesforce.com (SFDC), Birla Carbon's Global CRM program goes live April 1, 2013!

One of the first global projects launched at Birla Carbon, this initiative was proposed and implemented within a period of eight months by a team of committed and passionate individuals keen to provide a superior experience to our customers. An initiative that was the result of a natural need identified during the commencement of our integration as *One Birla Carbon* – based on a mutual discussion between Jas Sandhu and Rahul Kohli. Historically both were driving a similar initiative for the erstwhile companies.

Some of the key challenges identified in the existing customer management process were:

1. Complexity in managing relationships with customers with operations in multiple countries with multiple touchpoints
2. Ability to effectively monitor and manage new business opportunities
3. Effective lead management
4. Lack of real-time updates and seamless availability of customer information for the engagement manager and the key stakeholders
5. Manual system of tracking and managing sales and marketing processes was challenging and limited the need for global standardization and harmonization
6. The existing product sample request management process was outdated and ineffective

Salesforce.com is a CRM solution that supports the standardization of the CRM process through intelligent automation.

At Birla Carbon, Salesforce.com is focused on the following four areas of the Customer Management process

- ❖ New Business Opportunities
- ❖ Lead Management
- ❖ Global Customer Engagement and Management
- ❖ Complaint Management

An automated Customer Relationship Management system would aid in improved understanding and effective management of our global customer accounts. Furthermore, it was an opportunity to strengthen our position as the leading global Carbon Black company.

With the leadership team on board for a new system, Jas Sandhu and Rahul Kohli were project sponsors for this initiative. Robert Means was given charge of the implementation of the initiative. A core project team comprising Mark Bass, Jose Dreux, Sandeep Arora, and Sven Zimmermann, supported by key internal IT resources, Morgan Bailey and Amit Sahu (who were responsible for coordination with other resources within the Birla Carbon IT organization), and external consultants kicked off the process with a three-week initiation meeting in Mumbai, India in August, 2012. What followed was a steady and streamlined rollout by adopting a multi-regional pilot phase which included a series of discussions outlining the project blueprint,

"SFDC is a very interesting tool, supporting customers' data collection, information sharing and several other activities. While we are not totally familiar currently with all its functionalities due to its broad application, the continuous usage of SFDC is going to drive the organization for a better position through resources optimization."

**Jose Dreux**  
SFDC User, Brazil

"We sensed excitement but at the same time apprehension in moving from a familiar process to a new system. But it was very encouraging to see every member put aside their regional perspectives, and cultural differences to strive to deliver a system – keeping in mind the larger organization requirements."

**Robert Means**



understanding the user requirements, and overcoming the initial concerns on the system implementation.

Based on the experience and feedback of the early adopters, the requisite changes were made to the process. This was followed by extensive training for all the users.

A key business system, currently we have around 130+ licenses across cross functional users ranging from sales and marketing, customer service, technical services, quality and plant heads. Besides the design and implementation cost, the investment includes software subscription and ongoing application maintenance cost.

**Congratulations and a hearty cheer to the team and all our users of the system!**

“Salesforce.com is a critical tool that will enable us as a global company to seamlessly share pertinent customer information, collaborate on customer engagement, strategy and identity as well as track and close on opportunities to drive growth. The development and implementation was actually led by a core team representing the ultimate business users of the system, supported by our IT team. We have just started what will be a long-term journey with SFDC and we expect it to drive both development and implementation.”

**Jas Sandhu**

“We had a team who were passionate about implementing CRM. They were able to successfully manage their business responsibilities and be part of this initiative.

We put together a divergent team that represented the organization effectively, picked people who were passionate about the subject and gave them a clear mandate. Most importantly Jas and I were available at any point to discuss and make decisions seamlessly.”

**Rahul Kohli**



# The Future is Here!

Green Tires and Why They Are Needed

**By Dr. Charles R. Herd and Lester W. Tyra**  
**Rubber Carbon Black Product Technology**

It's a well-known fact that over 70% of the world's Carbon Black is consumed by the tire industry. As a major consumer of the world's raw materials, this industry has been under tremendous pressure over the last few decades to balance performance and cost. There are ever-increasing demands in the tire industry to improve rolling resistance, traction and fuel economy while maintaining tire safety and affordability. As governments across the world are faced with expanding markets and growing economies, within or outside

of their regions, and the benefits they bring, they also have to ensure that progress is sustainable and its impact on the environment is minimized. As such, choices are being made and policies being put in place regarding increasingly stringent fuel economy standards, tougher environmental standards regarding CO<sub>2</sub> emissions, demanding tire labeling schemes and promotion of sustainability as a key focus of corporate boards. As these and many more factors are impacting the global automobile industry, the impact is thus felt by global tire

manufacturers and further cascading to raw material suppliers such as Birla Carbon.

These norms are expected to further develop over the coming years with a dynamic shift expected in the composition of tires and tire manufacturing over the next 10 years and beyond. Further, the future of “mobility” will no doubt be different utilizing competing drive trains of different technology to reduce emissions and improve fuel economy, whether from hydrocarbon-based fuels or electricity. Thus the passenger car market continues to be driven by fuel efficiency with beginnings of environmentalism as differentiators by car manufacturers and the growth and marketing of green/hybrid vehicles are growing stronger and louder (Sale of Green/Hybrid Cars). Today, “green” may still not be the overriding decision factor while purchasing an automobile, but it may not be too far out in the future. Fuel efficiency, driven by rising fuel costs may still be the primary decision factor, but the consumer is quick to deduce

choosing higher fuel efficiency is also being an environmentally responsible consumer.

So what role will tires play in driving and supporting the green technologies currently being sold and developed for the future? Research indicates that up to 20% of a vehicle’s fuel efficiency is impacted by its tires as imparted by the tires’ rolling resistance. At typical tire operating temperatures of approximately 60°C, this rolling resistance can be dictated by the tires’ heat buildup properties inherent in viscoelastic materials such as rubber, when reinforced with a reinforcing agent like Carbon Black. All components of a tire contribute to its “heat buildup properties”, but the tread, being in contact with road surface and undergoing more significant dynamic deformation, contributes >50% of a tire’s rolling resistance (see Figure 1 below). Thus it is extremely important to focus on the one compound with the highest heat buildup and rolling resistance to achieve differentiated performance for

### Tire Component Contribution to Rolling Resistance

Figure 1 shows tire components and their relative contribution to rolling resistance. Note the tread compound is responsible for the majority of a tire’s rolling resistance. Most development work is geared toward reducing heat buildup in the tire tread compound.

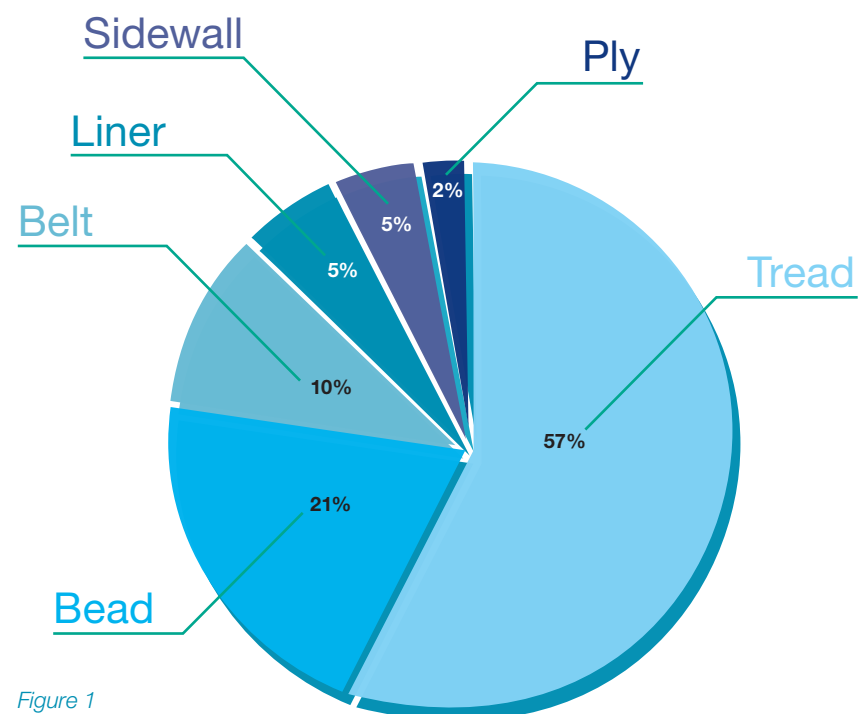


Figure 1

a tire. Low rolling resistance has been and has become an ever-increasing area of investment and technological development for tire manufacturers in all aspects of tire technology including design, construction

Understanding this need and envisioning this to be a primary driver of technological investments of the future, in 2008 the technology team at Birla Carbon proactively took up the challenge of finding a solution



Tire rolling resistance is directly related to the amount of wasted energy or fuel that a tire consumes when rolling under load due to repeated dynamic deformation and heat buildup in the tire.

and materials. Birla Carbon can play a role in the materials area and that is where our efforts have been focused – designing new composite technology for low rolling resistance (low heat buildup) tread compounds.

### Development of the Birla Carbon Solution for Green Tire Technology

Since over twenty years ago when Michelin introduced the first patent for a low rolling resistance tire containing silica as a reinforcing agent, the use of silica has continued to grow and has now become a widely adopted technology by practically all major tire manufacturers. Numerous efforts by Carbon Black companies to find a suitable alternative have been unsuccessful, and silica use, while only about 5% of filler volume used in tire treads, has started to become a threat to our Carbon Black business. However, silica compounds are higher cost, take longer to mix and reduce a tire factory throughput dramatically. Considering all the above factors, a clear need/opportunity exists to provide a completely differentiated Carbon Black to counter the silica threat and improve Birla Carbon’s profitability, improve tire performance and our customers’ manufacturing throughput, cost structure and profitability.

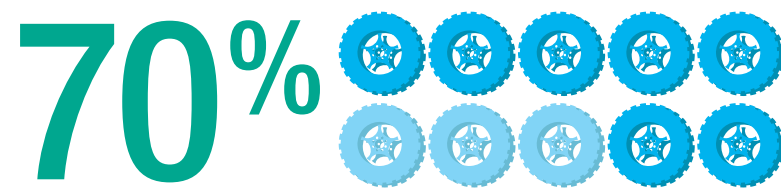
to this emerging need. Led by Dr. Charles Herd, the team adopted a unique approach for this project. Instead of collaborating with the tire manufacturers, the team reached out to three different material suppliers to the tire industry – a leading polymer manufacturer, and two other materials manufacturers outside the realm of Carbon Black and polymers, but that cannot be identified due to confidentiality agreements. The goal and strategy being that Carbon Black alone could not solve the problem, rather a combination of two unique materials would be required to achieve the truly differentiated performance needed for a green tire based on Carbon Black as a reinforcing agent as opposed to silica.

What followed was a successful collaboration with the polymer manufacturer – Lanxess, a truly global player in the elastomer business for tire and non-tire applications, bringing together two unique materials – a surface-modified Carbon Black for rubber and a new technology elastomer designed by Lanxess that is a functionalized elastomer. With our extensive infrastructure in place, the team had all the requisite capabilities and equipment to undertake this development. The companies entered into a joint development





of a vehicle's fuel efficiency  
is driven by its tires\*



of the world's Carbon Black is consumed  
by the tire industry\*

and patent agreement and commenced a fruitful exchange of ideas, technology, samples, and test results – all culminating in a joint WTO Patent Application filed in March of 2011.

What emerged was a new composite material described as the Birla Carbon-Lanxess-Composite (BCLC); that is comprised of a unique surface-modified rubber Carbon Black, CD2125XZ and the Lanxess functionalized solution-styrene-butadiene (SSBR) elastomer, PBR4088. This powerful combination results in dramatically improved carbon-black-elastomer interaction and reduced Carbon Black networking to achieve significantly lower heat buildup and rolling resistance in summer tire tread compounds, practically matching that of silica. Additionally, this new functionalized rubber grade Carbon Black appears to have the ability to serve as a “technical platform” in its current form or with other surface modifications to optimize the Carbon Black elastomer interaction in conjunction with other specialty functionalized solution SBR elastomers, broadening its potential in a wider array of elastomers and performance ranges, not achievable with standard Carbon Blacks today.

Says Dr. Charles Herd, “Working with another company outside of the tire industry but one who supplies the tire

industry in such a collaborative manner was invigorating and illuminating, bringing a fresh perspective to the daunting task of truly reaching new levels of performance in heat buildup reduction for Carbon Black. The teamwork within and between our companies simply has been fantastic. The synergy between Carbon Black and elastomer manufacturers is very obvious and will be further exploited as we continue to develop the composite technology approach to meet the ever-increasing demands placed upon us as a supplier and as a responsible manufacturing entity in global society as a whole.”

#### The Birla Carbon-Lanxess-Composite – The Path Forward

The virtues of this product/ process were immense in not only potentially supplying a carbon-black-based solution to lowering rolling resistance, but also providing our customers with energy savings and increased tire throughput. For example, the learnings from the study showed that the BCLC:

- ❖ Lowers compound cost as the BCLC does not require expensive silane for coupling the reinforcing agent to the elastomer as is required for silica
- ❖ Provides easy dispersion for potentially shorter mixing cycles and lower energy costs

- ❖ Increases factory throughput and lowers energy costs versus silica-based compounds and does not require special equipment to handle the capture of volatile organic compounds (VOCs) that are emitted when silica-silane systems are used
- ❖ Prevents premature wear of factory rubber mixers as silica is much more abrasive than Carbon Black during mixing and extrusion
- ❖ All of these factors provide tremendous potential for cost savings for our customers, as feedback from the marketplace tells us that our customers truly prefer a simpler, better processing and higher throughput solution over silica

To introduce the product, the team followed a steady and systematic approach. Steve Crossley, Rubber Lab Manager of Birla Carbon and Judy Douglas, Technical Marketing North America of Lanxess first presented a joint paper to the Rubber Division of American Chemical Society towards the end of 2011 post optimization and validation of the process. In November 2012, Dr. Charles Herd on behalf of Birla Carbon, presented a webinar at the Rubber World Conference and invited the global tire companies. In addition, the RCB Product

Technology team has been aggressively promoting the product during 2012 and 2013 to our tire customers in all regions of the world. In response there has been a very high degree of interest expressed by our customers in this product and currently samples have been sent to these global tire customers in the first and second quarter of 2013. While the validation of the performance is awaited from the customers, the set-up for large scale trial and commercialization continues by the team internally.

Says Lester Tyra, “We expect that this breakthrough product will generate additional interest across the tire industry and eventually may lead to some strategic development efforts to support commercializing a low rolling resistance solution. Our approach has been unique and has caught the interest of the major players as a possible alternative to silica.”

A five-year effort, this project was a key platform to demonstrate our technological edge and truly encompasses all aspects of the vision to be the Most Respected, Most Dynamic and Most Sustainable Carbon Black business globally.

For further information about the research you may write to [charles.herd@adityabirla.com](mailto:charles.herd@adityabirla.com).



Carbon Black  
constitutes approximately

25%  
of the tire weight\*

\*Source: The Future of Green Tires to 2017: Market Reports, Smithers Rapra



## South East Asia and Far East



At the plant managers' conference in Yeosu industrial zone and related government agencies, Columbian Chemicals Korea was honored for the excellent safety management by the mayor of Yeosu-City on February 28, 2013. The Yeosu plant has maintained a zero-injury record since 2004.

Columbian Chemicals Korea held the annual company track meet in May, 2012. Employees, contractors, their spouses and children participated. The event is held every spring.



## South America



### Visit Program – Open Door:

Cubatao: July 2012, Cubatao Plant welcomed approximately 80 children for a visit program during the Safety, Health and Environment Week. Children participated in arts activities about recycling and environmental protection. They were included in our drawing contest about the importance of nature and what people can do to preserve the environment. The children visited the plant and received basic information about Carbon Black and its applications.

Camaçari: November 2012, Camaçari Plant welcomed approximately 30 children – employees' children and children of the social project FANESC, sponsored by Birla Carbon. They watched a theatrical presentation and participated in the drawing contest like the children of Cubatao Plant. An internal committee including employees of Cubatao, Sao Paulo and Bahia, judged the twelve best drawings and they became part of our annual calendar.



## Europe and Africa



### Environmental Pollution Prevention – CTC Hungary

Scrubbers installed on the tread and carcass lines eliminating CB emission during plant shutdown and start up. The individually designed scrubbers are destined to provide purification of process gas containing Carbon Black emitted through overpressure from emergency pressure release valve.

The Carbon Black particles contained in the process gas – wetted by the water sprayed into the pre-moisturizing space – partly agglomerate. The Carbon Black particles – from the process gas flowing through the continuously watered filter cartridge – stick on the wet surface of the scrubber, and flow into the bunker with the washing water. The slurry water is drained into the plant's slurry water basin through the existing piping network and recycled back to the process as quench.

## South Asia



Hi-Tech Carbon, Gummidipoondi, had a family day out to Kishkinta Theme Park, Chennai, India.



## North America



Columbian Chemicals Canada Ltd has been selected as the Business Appreciation Award winner in the Large

Business Category for Ward 4, by the Hamilton City Council. This award was established to recognize businesses that have made a long-term commitment and contribution to the city. The award was presented to us on May 15, 2013 by the mayor and other eminent members of the city council. Congratulations to the team!





# Special Thanks to David Young

**By John Loudermilk: Chief Technology Officer  
& President, North America**

David Young joined the erstwhile Columbian Chemicals Company initially as a summer intern at our facility in Conroe, Texas, while studying chemical engineering at Purdue University in Indiana. Beginning his relationship with the Carbon Black business through the least desirable lab testing position (as is typically the case for first year interns) was not enough to deter David from a career in Carbon Black.

David returned in subsequent years and eventually joined Columbian Chemicals Co. on a full-time basis spending time in facilities in Texas, California, Louisiana and the United Kingdom in addition to stints in our technical center and headquarters. He has led processes, manufacturing teams and product lines through involvement in both rubber and specialty Carbon Blacks. His experience also includes a period with one of our competitors that, fortunately, ended with him returning to the Columbian and Birla Carbon family.

His contributions across these various roles and organizations are too many to mention; however, his passion for the business was evident throughout. This was most clearly evidenced in his laser-like focus on variable cost improvement through our yield efforts.

Ascending to the role of Chief Technology Officer, David maintained his clear focus to help drive Birla Carbon's process technology to world class along with our cost position, setting the foundation for financial success in the business. His passion in this arena never waned and inspired the entire organization where the relentless pursuit of yield improvement is instilled as part of our culture.

Says Kevin Boyle, Chief Operating Officer, "David's focus on yield has been a key to our success and he has made a lasting impact on the business."

The organization is thankful for David's service and Birla Carbon wishes him and his wife, Marcia, the absolute best in a well-earned retirement.

