

## IQP (Indicator of Product Quality)

Year	Grades qualified	IQP 75-100	IQP >50
2009	23	16	70%
2010	23	14	61%
2011	22	16	73%
2012	20	11	55%
2013	20	16	80%

offer his valuable and insightful support. Each site now has a WCM Champion. Together, we have created a model area, the warehouse, to achieve operational excellence.

We want to make our warehouses become dust-free, clean and safe workplaces. We will reduce our transport cost through efficient loading of bulk trucks. We estimate that we can reduce our transport cost by as much as 200.000€ if we find

a way to load our bulk trucks in Spain consistently at 100%. We are looking for ways to reduce the amount of decanting at our sites. Currently, due to limited silo capacity, we often have to first pull carbon black into big bags, only later to decant these big bags into bulk trucks, a wasteful and dust-creating operation.

We have started our journey, but there is still some distance to travel before we reach the destination.

## Europe & Africa Product Board

Due to the complexity of the region (more than 30 European countries, five Birla Carbon plants), and the resultant market needs, we had to simplify the way in which we operate our plants and provide our product offerings to the market. As a step in this direction to provide a structured and continuous tool, the “E&A Product Board” was established.

The board, on a monthly basis, reviews topics such as:

- Packaging
- New grades introduction
- Rationalization opportunities

- Margin enhancement opportunities
- Grades per plant
- Other business opportunities

Various supporting tools are used such as: Cascade charts by plant, and the “ship to-ship from” opportunity tracker. Based on this effective way of steering our combined E&A business, we have so far successfully unified our grade offering and packing, and also improved margins through better grade and customer allocations. This has helped us provide a “One Birla Carbon” market approach for our customers in the region.