

#### 4. Certificate of Analysis

We have created a new certificate of analysis (COA) that takes into account the perspective of the customer. The new COA fulfils the European Norm for COAs, EN 10204:2004 (yes, there is a norm for COAs!) and it states so. It has a designated contact person with name, phone number and e-mail address. Now the customer knows whom to contact in case there is a question. Instead of using cryptic abbreviations for the test parameters (for example, I2 on the old COA), now the individual test methods are spelled out (iodine adsorption number). To avoid using an outdated specification for a COA, the specification date and issue number are mentioned.

A customer will first judge the quality of our product by our COA and the quality of the accompanying

documentation. Therefore, a COA needs to look immaculate. If we do not care about the way our COAs look, we give the customer the impression that we may also not care much about the product itself.

#### 5. Customer





Michelin, a valuable and the largest customer, is also the most demanding one in terms of the quality. This is exactly the kind of customer we want, who will help us produce better carbon black.

Michelin evaluates the performance of our product via IQP (Indicator of Product Quality). By comparing four fundamental rubber properties with a designated carbon black, our product receives an IQP rating. Based on this rating, Michelin decides to buy more or less of our product. With an IQP 100 rating, our product can be used by Michelin to 100% in their formulation. Our region, with the support of Charles Herd, Ranjan Ghosal, George Joyce, Steve Crossley, Mel Henry, Tina Rushing and others, has engaged in a project to improve our understanding of IQP. The table of the European sites below shows the progress our team has been making in 2013. Most importantly, today 80% of all our European Michelin grades have an IQP rating of either 75 or 100. This is the best performance since 2009 (in 2009, Michelin changed the way IQP was evaluated by including scorch and hysteresis in the analysis). For the first time ever we meet Michelin's IQP requirement. Michelin has a target of IQP > 50 of at least 80%!

#### 6. World Class Manufacturing or WCM

WCM is a holistic approach to drive business performance, looking at all processes and stakeholders – from the vision of the leadership to the societal satisfaction – to improve the results of the organization. WCM employs tools such as Six Sigma, LEAN and Reliability Centred Maintenance. Our region has embarked on a journey to achieve operational excellence with the support of the WCM unit of the ABG. Sudhir Gupta, our consultant, has visited our sites on multiple occasions to

### Certificate of Analysis (COA)

<b>Columbian Tiszai Carbon Ltd.</b> H-3581 Tiszaujvaros, POB. 61. Hungary		<b>Contact Person</b> Gabor Kosztinik E-Mail: Gabor.Kosztinik@adityabirla.com Telephone: +36 20 4207575	
<b>Customer :</b> Continental Norheim Transportbandsysteme GmbH Breslauer Str. 14 37154 Norheim, D		<b>Certificate Of Analysis</b> EN 10204:2004 Certificate Number. 230881 Page Number 1 of 1	
<b>Product and Delivery Data</b>			
<b>Delivery Number</b> <b>Despatch Date</b> <b>Number of Items</b> <b>Unit Description</b> <b>Customer Order Number</b> <b>Truck/Car Number</b>	110495 21 - January - 2011 1 Tanker 4500186568-0099 HAMF 629	<b>Grade</b> <b>Ident Number</b> <b>Date of Production</b> <b>Lot Number</b> <b>Material Code</b> <b>Specification Date</b> <b>Specification Issue</b>	N339-0003 3231 17 - January - 2011 110495/R CC0339 18 - December - 2006 006
<b>Comments:</b>			
<b>The above material conforms to your specification</b>			
<b>Test</b>	<b>Units</b>	<b>Specification Limits</b> Target Upper Lower	<b>Value</b> <b>ASTM Method</b>
Oil Absorption Number	mL/100 g	120.00 125.00 115.00	117.90 D2414
Iodine Adsorption Number	mg/g	90.00 95.00 85.00	89.40 D1510
Moisture	%	1.00	0.50 D1509
325 Mesh Residue	ppm	200.00	76.00 D1514
5' Fines	%	7.00	2.40 D1508
Ash	%	0.50	0.45 D1506
Crushing Strength, avg.	g	40.00	30.40 D5230
Crushing Strength, 5 Hardest	g	65.00	49.60 D5230
STSA	m2/g	88.00 93.00 83.00	84.60 D6556
<b>Name, Department</b> Tdeim		<b>Date</b> 21 - January - 2011	<b>Signature</b>
<b>Columbian Tiszai Carbon Ltd.</b> H-3581 Tiszaujvaros, POB. 61. Hungary		<b>Telephone</b> +3649544000 <b>Fax</b> +3649544003 <b>Website</b> www.birlacarbon.com	   EN ISO 9001:2008 EN ISO 14001:2004 BS OHSAS 18001:2007
BAZ Megyei Cégbeirod Cg. 05-09-002252 Adószám (VAT No): 11063104-2-44			